



# 3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### Executive Summary

The Executive Summary is optional, but encouraged. If you choose to complete it, please provide a brief overview that includes major initiatives and highlights that are proposed throughout the 3-5 year strategic planning period.

#### 3-5 Year Strategic Plan Executive Summary:

The 2006-2010 City of Flagstaff Consolidated Plan (Plan) describes the needs of low and moderate income persons in Flagstaff as they relate to decent, affordable housing; access to a suitable living environment; strengthened economic opportunity; and then defines a five-year strategy to address those needs. The Plan was developed through a public process involving local community providers, citizens, and governmental entities brought together to both detail the problems and think creatively about strategies and priorities. The five year strategy, which is a part of the Plan, describes a broad array of actions to be executed in partnership with strong community stewards, or if appropriate, performed by the City itself. Included in the strategy are programs for affordable workforce housing, public services, economic opportunity, public facilities, homelessness & special needs populations, and neighborhood revitalization. The programs are detailed, refined, prioritized, and made available for public comment each year through the City of Flagstaff's Annual Action Plan, which describes how the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds will be used in the upcoming year.

The Plan follows the Consolidated Plan Management Process (CPMP) tool provided by HUD and contains five distinct sections as a part of the strategy followed by the Annual Action Plan for the upcoming year. The five sections include:

- General Plan and Information
- Housing
- Homeless
- Community Development
- Non-homeless Special Needs

Some exciting projects in the upcoming years include the full implementation of a Community Affordable Housing Land Trust Program, funded in part through CDBG and with technical assistance provided by the Institute for Community Economics and sponsored by HUD. This program will provide permanent affordability for homes being produced by Federal, State or local public funds or partnerships. Also, the City has undertaken a campaign to provide curb, gutter, sidewalks, detention basins and

recreational opportunities in Sunnyside, one of the low-income target neighborhoods. This project may not use any Federal funds, but is complemented by CDBG funded programs, as well as others, which provide strong cumulative benefit to a neighborhood struggling for revitalization. In the next few years, the City intends to extend these infrastructure improvement projects into the other target neighborhoods as well.

## **Strategic Plan**

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

### **Mission:**

The mission of the City of Flagstaff - Community Development Department, Community Investment Division - Housing Section is to develop a viable urban community by providing decent and adequate housing, a suitable living environment, and expanded economic opportunities for the Flagstaff community, especially for low- and moderate- income persons.

## **General Questions**

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)).
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

### **3-5 Year Strategic Plan General Questions response: Service Area**

The jurisdiction of assistance shall be within the Corporate City Limits of Flagstaff, Arizona. While most programs serve residents Citywide, priority is given to projects located in, or serving, the four designated target neighborhoods within the City of Flagstaff that correspond with low-income census tracts.

These four target neighborhoods are:

Sunnyside - Census Tract 3, Block Group 2, 3, & 4

Southside - Census Tract 8, Block Group 1 & 2

Pine Knoll - Census Tract 8, Block Group 3

La Plaza Vieja - Census Tract 11, Block Group 1

Some residents combine Southside and Pine Knoll into one neighborhood; however, they are different block groups within the same census tract and have traditionally been separated out for planning projects. These same four neighborhoods also represent the most ethnically diverse areas in Flagstaff.

### **Basis for Allocating Investments**

Investments are allocated based on City Council's determination of the highest use of the funds through a formal proposal process, staff recommendations and public input. As a part of the staff recommendations, a ranking process and committee of external and internal members defines a score based on the following priorities: 1) investment in projects where the need for funds and the demand for the project design is demonstrated; 2) investment in the types of projects identified as high priorities in this plan and eligible for CDBG funding; 3) investment in areas designated as being target neighborhoods due to a disproportionate concentration of low-income and minority populations; 4) invest in projects that meet the previous criteria and address the Primary and National Objectives of the CDBG program; and 5) investment in projects that demonstrate the capacity to provide timely, compliant, and sustainable benefit to the community.

Priorities are assigned by analyzing CHAS and Census data and through input provided by the public, both in the planning and application process. Meeting underserved needs is hindered by inadequate funding, absence of service provider agencies, lack of capacity in existing agencies, and absence of consensus regarding which needs are underserved.

HOME Investment Partnerships Program (HOME):

The City of Flagstaff does not receive HOME funds directly. Program funding and distribution of funds is conducted through the Arizona Department of Housing.

Emergency Shelter Grant (ESG):

The City of Flagstaff does not receive ESG funds directly. Program funding and distribution of funds is conducted through the Arizona Department of Housing.

Housing for Persons with AIDS (HOPWA):

The City of Flagstaff does not receive HOPWA funds directly. Program funding and distribution of funds is conducted through the Arizona Department of Housing.

Allocation of Funds

The Community Development Block Grant (CDBG) Program is the main source, along with funding from the City General Fund for housing and community development needs. In 2005, the City's CDBG allocation was \$703,329 with an additional \$179,631 in program income and recaptured funds. The City's general fund annually supports a Down-payment and Closing Cost program (approximately \$300,000 per year) and social service programs through United Way of Northern Arizona, from the City's General Fund in the amount \$225,000.

CDBG Sub-Grant Recipient Responsibility

While CDBG money is provided through an award by the City Council, based on the project meeting federal eligibility requirements and ranking according to HUD Objectives and the Consolidated Plan, proposals are also ranked according to categories of activity. For example, public service proposals are ranked against other public service activities. Once the contract is awarded, the applicant enters into a sub-grant agreement with the City of Flagstaff. It is the responsibility of each subrecipient to submit a CDBG application with a request of funding equal to, or less than, the amount of the projected allocation.

CDBG Redistribution of Funds

The City of Flagstaff receives funds for redistribution in a number of ways. Program income is generated through the repayment of deferred, no interest loans provided as a part of homebuyer assistance programs or owner-occupied housing rehabilitation programs. Any funds received are receipted to Integrated Disbursement and Information System (IDIS) and spent immediately which frees up entitlement funds for reallocation. Interest accumulates on funds deposited in an escrow account to streamline the payment for rehabilitation construction projects. Upon close of the account and completion of the program, the income is receipted to IDIS and spent immediately, which frees up entitlement funds for reallocation. Finally, programs and projects may complete their scope without utilizing all funds which are then recaptured. In addition, a program may be determined ineffective or non-compliant, which also provides for recapture of funds. Recaptured funds are reallocated to CDBG-eligible activities. Historically, the City has redistributed all receipted or recaptured funds in the subsequent Annual Action Plan. However, in certain circumstances where exceptional amounts of income are receipted, or a large amount is recaptured, and there is an eligible and effective activity in need of funding, reallocations may be made through City Council decision and the Annual Action Plan amendment process.

#### **CDBG-Eligible Activities**

CDBG funds can be used for a wide range of activities, including but not limited to: 1) public improvements (water, wastewater, streets); 2) public facilities (parks, community/senior centers, removal of architectural barriers); 3) housing (both owner-occupied and rental rehabilitation, shelters, new housing construction undertaken by a nonprofit, and homeownership assistance); 4) economic development (infrastructure for and direct assistance to businesses, including micro enterprises, to create or retain jobs for and benefit low-moderate income persons); 5) public services (e.g., code enforcement, childcare, transportation, supportive services to homeless and special needs populations, job training); and 6) planning (action plans, Analysis of Impediments to Fair Housing Choice, etc.).

#### **CDBG-Eligible Applicants**

The City's CDBG program is available to units of government, non-profit agencies, and other entities that meet the qualification for the service provided. All applicants must demonstrate the ability to provide benefit in accordance with the Primary and National Objectives of HUD.

#### **CDBG Urgent Needs Grant Applications**

When proposing an activity that meets the urgent need national objective, the applicant must document that it has no other financial resources available to meet the need. Additionally, all activities that propose to meet the urgent need national objective must meet community development needs that: 1) have a particular urgency; 2) pose a serious, immediate threat to the health or welfare of the community; and 3) are of recent origin.

## **Managing the Process (91.200 (b))**

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for

administering programs covered by the consolidated plan.

2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

### 3-5 Year Strategic Plan Managing the Process response:

#### Lead Agency

The Housing Section within the City of Flagstaff's Community Development Department, Community Investment Division is responsible for coordinating the development of the Consolidated Plan and managing the CDBG Entitlement Program.

#### Plan Development

The process undertaken for the development of the Consolidated Plan includes both ongoing planning activities and special forums conducted over an 8 month period beginning October 2005.

The City of Flagstaff is governed through a council/manager form of government. The City has a six-member council plus a mayor elected at large on staggered four-year terms, with the mayor elected at large every two years. The City Council is responsible for establishing policy and the City Manager and staff are responsible for executing adopted policies. The City also works in conjunction with local and state agencies to administer housing services to the community of Flagstaff.

The City's Housing Section is involved on a continual basis in numerous planning efforts with other City departments, county/state governments, housing/social service providers, businesses and citizens. The planning bodies responsible for these efforts often consist of members that are recipients of the City's CDBG funding or share in some respect the City's mission to address housing and community development needs for low-income and special needs populations. The main product of these planning efforts are: 1) current and accurate identification and prioritization of needs; 2) establishment of objectives; 3) development of policy; 4) and enhanced collaboration for enhanced benefit to the community.

These planning bodies include the following:

The Community Investment Division within the City of Flagstaff's Community Development Department is managed by a Community Investment Director and staffed with a Housing Manager, a Redevelopment Program Manager, Land Trust Program Manager, 3 planners (one as a Housing Planner), Housing & Community Development Specialist who oversees the CDBG program, Urban Designer, and Code Enforcement staff. This breadth of experience and knowledge provides tested skills in diverse planning, economic and housing development, and subgrantee management.

BOTHANDS, Inc. or Building Opportunity Through Housing and Neighborhood Development Services is a community based development organization within Flagstaff focusing on providing homeownership opportunities through their City funded Community Homebuyer Assistance Program, Individual Development Accounts (IDA), Mortgage Revenue Bonds, construction and renovation projects, and provides transitional housing and supportive services for homeless women and children who have survived domestic violence at their Sharon Manor Apartment complex which has 16 transitional housing apartments and 24 bed spaces for women and their families.

Northern Arizona Council of Governments (NACOG) has been a participant in the City's planning process and has historically been a partner in the City's housing programs. NACOG is governed by a Board that consists of the City or County Manager of each local government within the respective geographic COG region. This equitable board structure provides a forum to conduct the planning necessary for the receipt of federal transportation and community development funds. NACOG has historically received funding from the City for a homebuyer education and down-payment and closing cost program.

Rural Continuum of Care (C of C) process is required by the U.S. Department of Housing & Urban Development (HUD) to enable localities to apply to the federal government for certain competitive grant programs that provide funding to address specific special needs problems. This process brings together local governments and agencies to address local solutions to these problems. The City actively participates in the C of C process. On an annual basis the Department applies for competitive funding to HUD for projects and programs that are identified as priority projects through the Continuum process; Arizona Department of Housing (ADOH) acts as the administering agency for the grants that are passed through to the participating sub-recipients.

Five public comment forums were conducted to solicit information on housing and community development needs. Two of the forums were held at the beginning of the Consolidated Planning process to introduce the public to the planning process and to solicit public participation for the focus groups. One public forum is held in March to present the draft of the Consolidated Plan and to solicit comments from the public prior to the April public hearing at City Council. The April public hearing shall serve as a presentation of the completed 2006 Consolidated Plan to the City Council for review and approval. The final public forum for this process shall be held in September to allow staff to present the Consolidated Annual Performance and Evaluation Report (CAPER). Advance notice was given for these forums in the form of announcements published in newspapers of general circulation at least two weeks prior to the forum. These announcements provided information about the topic of the forum, location, and how comments could be submitted if the person(s) was unable to attend. The forums are held in handicapped accessible locations convenient to actual and potential beneficiaries. Accommodations for those with hearing and special language needs are accommodated, provided an twenty-four hour notice is given to the City. Staff takes notes of the public comments received and incorporates the comments in the Consolidated Plan.

The Flagstaff Housing Authority (FHA) is an independent housing agency of the City, governed by a board of directors appointed by the City Council. The Flagstaff Housing Authority owns 264 conventional housing units and manages an additional 80 conventional housing units owned by the non-profit Flagstaff Housing



Corporation. In addition to the conventional housing units, the FHA provides rental subsidies to 325 privately owned and managed rental units through the Section 8 program. Families who live in conventional housing units overseen by FHA, must have incomes not to exceed 80% AMI. Families who are eligible for the Section 8 rent subsidies must have incomes not in excess of 50% AMI.

#### Adjacent Government

Regarding the consultation of adjacent units of local government to assess non-housing and community development needs, Coconino County Community Services had representatives in attendance at all of the public hearings and was provided a draft of the Consolidated Plan at the beginning of the 30 day public comment period. A copy of the Consolidated Plan was sent to ADOH with a request for comments. Comments from ADOH shall be incorporated into the 2006 Annual Action Plan. The City has an ongoing partnership with Coconino County providing information and support in housing programs and partnering to effect the maximum impact. This ongoing relationship leads to frequent and comprehensive communication about community needs and prospective strategies.

#### Consultations with Agencies

Agencies providing services related to housing, social services, elderly persons, disabled persons, persons with HIV/AIDS, families and homeless participated in the public forums and have permanent representation on the various planning bodies described above.

### **Citizen Participation (91.200 (b))**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

3-5 Year Strategic Plan Citizen Participation response:

The goal of the citizen participation plan is to meet relevant statutory requirements and to guarantee that the City receives sufficient information and input, particularly from low-income persons and neighborhoods. This process enables the City to remain current on conditions and needs and to accurately structure programs for the maximum efficiency in service delivery.

#### Program Year and Planning Cycle

The Consolidated Plan and Annual Action Plan program year begins July 1 and ends June 30<sup>th</sup> of the following year. This coincides with the City of Flagstaff fiscal year. The Consolidated Plan is a five-year document; the current plan was adopted in 2001 and expires June 30, 2006. The planning cycle begins each October with the start of

regularly scheduled planning forums (see below) and ends May 14 when the draft of either the Consolidated Plan or Annual Action Plan is submitted to HUD for approval.

#### Community Forums

The following forums meet regularly in Flagstaff to study and assess specific populations. City staff participates in these forums.

Resource Action Network of Northern Arizona (RANNA) - RANNA is a network of service providers who meet bi-monthly and communicate regularly through a listserve. The meetings revolve around developing relationships, partnerships and learning opportunities to provide greater collaboration and efficiency in the use of limited community resources.

Continuum of Care - This process brings together local governments and agencies to provide coordination, collaboration and service gap identification to better plan for and address the needs of the homeless so that they can access services and move toward stability.

The Disability Awareness Commission – an advisory commission of the City Council regarding the needs of disabled persons.

Flagstaff Housing Authority - The Flagstaff Housing Authority is responsible for the provision of housing to low-income members of the Flagstaff community. They provide Section 8 vouchers and project based housing. For additional information see "Needs of Public Housing".

#### Public Hearings

The following describes the four public hearings that serve to satisfy statutory requirements for the Consolidated/Annual Action Plan. The hearings are advertised in 12-point font display advertisement in the Arizona Daily Sun, Northern Arizona's daily newspaper, at least 14 days prior to the hearings. The hearings are held in locations which can be accessible to large groups and physical accessibility needs. Accommodations for those with hearing and special language needs are provided, if 24-hour notice is given to the City. Staff takes notes of the public comments received and incorporates the comments in the Consolidated Plan.

#### November Hearings: Consolidated or Annual Action Plan

##### Agenda

1. Purpose and content of Consolidated/Annual Action Plan
2. Receive public comment regarding community needs and priorities
3. Discussion of the type and amount of federal funds available and eligible activities
4. Discussion of the City's CDBG open proposal process (proposals are due in February) and dissemination of proposal packets

#### March Hearing: Public Comment of Consolidated Plan

##### Agenda

1. Presentation by city staff of activities proposed to be undertaken and funded
2. Open discussion of the proposed activities
3. Discussion of estimate of the low income benefit related to proposed activities
4. Discussion of displacement issues and City anti-displacement policy
5. Presentation by staff of draft Consolidated Plan or Annual Action Plan



April City Council public hearing (30 days after the March hearing and publication date)

**Agenda**

1. Presentation by city staff of Consolidated Plan or Annual Action Plan and recommendations for funding
2. Open public hearing regarding activities proposed to be undertaken
3. Action to approve by City Council

September Public Hearing: Consolidated Annual Performance Evaluation  
Report public input and comment meeting

1. Presentation by City staff of accomplishments and progress towards goals of the Consolidated Plan over the previous program year
2. Open discussion of City's performance and the use of CDBG funds

**Focus Groups**

Three focus groups were formed after the November meetings to gain community input into the plan. These groups addressed Affordable Housing; Community Development and Neighborhoods; and Homelessness, Special Needs Populations, and Health and Human Services. These groups met weekly for two and a half months to discuss community dynamics and develop strategies and priorities.

**SUBSTANTIAL AMENDMENTS**

The following are considered substantial amendments to the Consolidated Plan

1. Changes in the funding priorities on the Consolidated Plan when not undertaken through the Annual Action Planning process;
2. Project cancellations or project creations of any funding amount;
3. Any single increase or decrease in funding for a project that constitutes 10% or more of the current year entitlement allocation.

Prior to making any substantial amendments to the Consolidated Plan the City of Flagstaff must do the following:

1. Publish the amendments in the Arizona Daily Sun allowing 30 days to receive comments from the public concerning the amendments;
2. Upon termination of the 30 day public comment period submit the amendments to the City Council for approval as part of a regular City Council meeting;
3. Notify HUD of the amendments, as well as the public response to the amendments.

**Performance Reports**

The City of Flagstaff prepares the Consolidated Annual Performance Evaluation Report (CAPER) following each program year ending on June 30th.

The CAPER describes the performance of the City of Flagstaff in meeting its Consolidated Plan strategies and details the extent to which the strategies were achieved. The CAPER describes the activities undertaken during the previous program year, the types of funds that were expended, the amount of funds expended per fund type and the number of persons served. Particular detail is provided regarding the income, ethnicity, special needs category and geographic location of the persons served.

An announcement of the availability of the CAPER is published in the Arizona Daily Sun allowing 15 days to receive comments about the CAPER from the public. The CAPER is submitted to HUD, along with any comments received, no later than September 28th. The documents and amendments to the documents are available at the locations listed below.

#### Availability to the Public

The Consolidated Plan, amendments to the Consolidated Plan and the CAPER are available at the following locations:

City/County Library  
Local Government Documents Section  
300 W. Aspen Avenue  
Flagstaff, Arizona 86001  
(928) 779-7674  
TDD or TTY Qwest Relay Service at 1-800-223-3131

City of Flagstaff  
Community Development Department  
211 W. Aspen Avenue  
Flagstaff, Arizona 86001  
(928) 779-7632  
TDD or TTY QWest Relay Service 1-800-223-3131

In addition, these documents are made available on the City of Flagstaff's website: [www.ci.flagstaff.az.us](http://www.ci.flagstaff.az.us) and all notifications of publications and public forums are published in the local newspaper, The Arizona Daily Sun and, at a minimum, on the Resource Action Network of Northern Arizona (RANNA) listserve.

#### Access to Records

The City of Flagstaff will provide citizens, public agencies and other interested parties with reasonable access to records relating to the City's Consolidated Plan and the City's use of all federal, state and local funds in the conduct of strategies outlined in the Consolidated Plan during the previous five years. Access to these records can be obtained by contacting the Housing & Community Development Specialist.

#### Technical Assistance

The City of Flagstaff conducts an open request for proposals process, allowing the community to formally submit projects for funding consideration. The proposal format is designed to relay basic federal, state and local eligibility criteria pertaining to various funding sources. Technical assistance is provided by City staff to any person or entity that requests assistance in submitting a proposal, learning more about the program or local needs and understanding the strategies listed in the Consolidated Plan.

#### Complaint Procedures

Any person or entity wishing to express dissatisfaction, make suggestions or otherwise comment on the public participation process, the Consolidated Plan or amendments to the Consolidated Plan may use the following complaint procedures:

1. Submit dissatisfaction, suggestion or comment in writing to the following entity. A written response will be returned within 15 calendar days.

City of Flagstaff  
Community Development Department  
Housing and Community Development Specialist  
211 W. Aspen Avenue  
Flagstaff, Arizona 86001

2. If not satisfied with the response from the entity listed above, submit dissatisfaction, suggestion or comment in writing along with the initial response received to the following entity. A written response will be returned within 15 calendar days.

City of Flagstaff  
City Manager  
211 W. Aspen Avenue  
Flagstaff, Arizona 86001

#### Anti-Displacement Procedures

The City of Flagstaff, in accordance with Federal Regulations for Displacement, 24 C.F.R. 570.606(b), hereby issues this statement of policy regarding the displacement of persons by CDBG funded activities. Any entity receiving City of Flagstaff CDBG funds will replace all occupied and vacant occupiable low/moderate income dwelling units demolished or converted to a use other than as low/moderate income housing as a direct result of activities assisted with funds provided under the Housing and Community Development Act of 1974, as amended, described in 24 C.F.R. 570.606(b)(1). All replacement housing will be provided within three years of the commencement of the demolition or rehabilitation relating to conversion. Before obligating or expending funds that will directly result in such demolition or conversion, the entity will make public and submit to the HUD Field Office the following information in writing:

1. A description of the proposed assisted activity;
2. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for low/moderate income dwelling units as a direct result of the assisted activity;
3. A time schedule for the commencement and completion of the demolition or conversion;
4. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units;
5. The source of funding and a time schedule for the provision of replacement dwelling units; and
6. The basis for concluding that each replacement dwelling unit will remain a low/moderate income dwelling unit for at least 10 years from the date of initial occupancy.

The entity will provide relocation assistance, as described in C.F.R. 570.606(b)(2), to each low/moderate income household displaced by the demolition of housing or by the conversion of a low/moderate income dwelling to another use as a direct result of assisted activities.

Permanent Displacement is defined as follows: involuntary permanent movement of person(s) or other entities from a dwelling unit or business location resulting from CDBG funded code inspection, rehabilitation, demolition or acquisition. In order to minimize displacement and mitigate adverse effects, the policy shall consist of the

following steps, in the event displacement is caused by current or future CDBG funded projects:

1. The City of Flagstaff will avoid or minimize permanent displacement whenever possible and only take such action when no other viable alternative exists.
2. The impact on existing persons and properties will be considered in the development of CDBG-funded projects.
3. Citizens shall be informed of CDBG project area(s) through information made available as part of the annual proposed and final statements on use of CDBG funds.
4. Current regulations, HUD notices and policies will be followed when preparing informational statements and notices.
5. Written notification of intent will be given to eligible property owners who may be displaced and/or relocated due to an approved project activity.
6. The City of Flagstaff will assist displaced persons in locating affordable, safe, decent and comparable replacement housing.
7. The City of Flagstaff will ensure that "just compensation" for CDBG acquired property (as determined by appraised fair market value) is paid with relocation benefits, if applicable.
8. The City of Flagstaff will provide for reasonable benefits to any person involuntarily and permanently displaced as a result of the use of CDBG funds to acquire or substantially rehabilitate property.
9. Reasonable benefits will follow established policies set forth in applicable federal, state and local regulations.
10. Provision of information about equal opportunity and fair housing laws in order to ensure that the relocation process does not result in different or separate treatment on account of race, color, religion, national origin, sex, or source of income.

#### Temporary Displacement

The above activities relate to permanent displacement of persons or entities; yet, certain CDBG funded activities may involve only temporary displacement. While strict adherence to provisions of the Uniform Relocation Act is not specified, it is the policy of the City of Flagstaff that all subrecipients shall take steps to mitigate the impact of CDBG funded code inspections, rehabilitation, demolition or acquisition that results only in temporary movement of person(s) from a dwelling unit. Such temporary displacement primarily involves demolition and reconstruction of a single family owner-occupied home. Accordingly, the citizens involved in a temporary movement shall be fully informed of the below matters and appropriate steps shall be taken to insure that fair and equitable provisions are made to:

1. Insure that owners receive compensation for the value of their existing house structure prior to demolition.
2. Receive temporary living accommodations while their current home is being demolished and reconstructed.
3. Move and temporarily store household goods and effects during the demolition and reconstruction evolution.
4. Reimburse all reasonable out-of-pocket expenses incurred in connection with the temporary relocation, including moving costs and any increased rent and utility costs.

This policy and procedure shall apply to the HOME program as well.

## Institutional Structure (91.215 (i))

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

3-5 Year Strategic Plan Institutional Structure response:

### Plan Implementation

The Community Investment Division (CI) - Housing Section is a division within the Community Development Department, City of Flagstaff, Arizona. The Community Investment Division is headed by a Director and a Housing Manager under which nine administrators oversee programs and operations.

The activities prescribed in the Plan are implemented by governmental, non-profit and for-profit entities under subgrant agreement with the City of Flagstaff through CDBG and General Funds. Subgrant agreements are awarded based on the ability of an entity to demonstrate the capacity to undertake eligible activities through a written proposal process. CI works in conjunction with a grant review panel comprised of citizens of Flagstaff to develop a recommendation for Council to approve the distribution of funds throughout the community.

### Gaps in the Delivery System

The effectiveness of implementing activities by contracting with outside agencies is dependent upon the capacity of the agencies conducting the activities and the expertise of the CI staff in administering the contracts. Effective and professional administration of contracts by the CI Housing Specialist is a strength in the delivery system. Each contract is assigned to the Housing Specialist to oversee the progress and distribute funding. The Housing Specialist is the one point of contact for the implementing agency. Gaps in the delivery exist in implementation. Many non-profit organizations do not have sufficient staff and/or expertise to undertake the activities prescribed in the Plan. In some service sectors within the Community, there is a lack of non-profit and for-profit entities with the type of development and service delivery experience to undertake the activities prescribed in the Plan.

### Gaps in Public Housing

Gaps in the public housing systems relate mainly to funding levels, which in recent years have been consistently decreasing, and eligible tenants experience exceptionally long and consistent waiting lists. Due to the disparity between Flagstaff's wages and the high cost of living, it is difficult for families utilizing the public housing units or Section 8 vouchers to make the transition from assisted to market based rental units and virtually impossible to move into homeownership, without support from a number of layered program supports. This leads to extreme difficulty in addressing the needs of people who find themselves unexpectedly in

difficult circumstances or are in need of immediate assistance. Similarly, public housing is currently not able to provide adequate vouchers to special populations, such as homeless victims of domestic violence or persons living with AIDS. Sharon Manor, a domestic violence facility, has difficulty in accessing vouchers for clients; and Northland Cares, the area provider for persons living with AIDS, has stated they are in a partnership with the Flagstaff Housing Authority, but there is a need for an additional ten vouchers to address this gap in the community. Flagstaff Housing Authority discussed, both as a part of the public process for the Consolidated Plan, and as a part of ongoing discussions related to specific parcels of City owned property, the existing gap in housing for the elderly and for persons with disabilities. Discussions regarding the potential for partnerships involving HUD 202 and 811 projects are ongoing.

### **Monitoring (91.230)**

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:  
Monitoring

Every effort will be made to ensure all projects remain compliant with the regulations set forth by the applicable funding source and for the period of time specified in the funding subgrant agreements.

Community Development Block Grant (CDBG)  
Procedures for CDBG monitoring are described in the City of Flagstaff - Sub Recipient Handbook (Rev. 9/2005) as published by the Community Investment Division - Housing Section. The Handbook is distributed to all subrecipients and contractors and is updated as necessary. Chapter 6 of the Handbook describes the monitoring process, which consists of both desk and on-site monitoring; it also contains copies of all "desk" (in-office) and onsite monitoring forms used by program staff. Thus, the criteria which applicants and grantees are monitored is provided prior to on-site monitoring. In addition, the City requires monthly progress reports and consistent payment requests, which provides ongoing monitoring of progress and challenges.

### **Priority Needs Analysis and Strategies (91.215 (a))**

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:  
Assigning Priority Needs

Priorities are assigned by analyzing CHAS and Census data and through input provided by the public, both in the planning and application process. Meeting



underserved needs is hindered by inadequate funding, absence of service provider agencies, lack of capacity in existing agencies, and absence of consensus regarding which needs are underserved.

#### Obstacles Meeting Underserved Needs

##### Annual Funding Allocations

The effectiveness of implementing activities by partnering with outside agencies is dependent upon the capacity of the agencies conducting the activities and the expertise of the CI staff in administering the agreements. Effective and professional administration of agreements by the CI Housing & Community Development Specialist is a strength in the delivery system. Each agreement is assigned to the Housing & Community Development Specialist to oversee the progress and distribution of funding. The Housing & Community Development Specialist is the one point of contact for the implementing agency.

Gaps in the delivery system exists in inadequate funding, absence of service provider agencies for specific populations, and limited capacity of the agencies that do exist. In some service sectors within the community, there is a lack of eligible entities with the type of development and service delivery experience required to compliantly undertake the activities prescribed in the Plan. Another gap deliverly system realized during the planning process is that eligible entities may not able to take on additional projects are many are operating at capacity.

## Lead-based Paint (91.215 (g))

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs.

#### 3-5 Year Strategic Plan Lead-based Paint response:

Lead-based paint was banned from residential use in 1978. Despite this fact, lead poisoning is one of the most common and preventable pediatric health problems today. Research has shown that even a low levels of lead in a child's blood could have harmful effects on their physical and developmental health. Furthermore, the CDC has recommended all children be screened for lead in their blood. Those identified with blood lead poisoning would receive intervention to remove the source of the poisoning and reduce the blood lead level. Lead-based paint hazards consist of any condition that causes exposure from lead-contaminated dust, lead-contaminated soil, and lead-contaminated paint that is deteriorated or present in accessible surfaces, friction surfaces, or impact surfaces that would result in adverse human health effects as established by the appropriate federal agency. According to the information provided by the Arizona Department of Health Services, there were 331 reported cases (261 for children and 70 for adults) of elevated lead blood levels (poisoning) in the State of Arizona in 2003. There is not a data source that provides this specific information for Flagstaff.

Lead based paint was banned from residential use in 1978. Lead poisoning is one of the most common and preventable pediatric health problems today. Research has shown that even a low level of lead in a child's blood could have harmful effects on their physical and developmental health. Furthermore, the CDC has recommended all children be screened for lead in their blood. Those identified with blood lead poisoning would receive intervention to remove the source of the poisoning and reduce the blood lead level. Lead-based paint hazards consist of any condition that causes exposure from lead-contaminated dust, lead-contaminated soil, lead-contaminated paint that is deteriorated or present in accessible surfaces, friction surfaces, or impact surfaces that would result in adverse human health effects as established by the appropriate federal agency. According to the information provided by the Arizona Department of Health Services, there were 331 reported cases (261 for children and 70 for adults) of elevated lead blood levels (poisoning) in the State of Arizona in 2003. There is not a data source that provides this specific information for Flagstaff.

Prior to 1978, lead-based paint was primarily used in coastal areas. However, due to Flagstaff's geographically remote location occurrences of lead-based paint are relatively rare. The number of housing units built before 1980 in Flagstaff, per the 1980 Census, was 10,224. By City estimates, approximately 2,045 units contained lead-based paint hazards in 2000. This calculation is derived from estimates made by the current housing rehabilitation program, approximately 20% of pre-1978 units tested positive for a limited amount of lead-based paint. The majority of those units are older housing stock associated with low income target neighborhoods. The number of units containing lead-based paint hazards occupied by households in each income category is estimated at: 307 below 30% AMI; 286 between 31% and 50% AMI; 409 between 51% and 80% AMI; and 1043 above 80% AMI.

Over the five years covered by the previous Consolidated Plan, the City implemented a lead-based paint strategy to abate hazards in low and moderate-income households. Various rehabilitation programs, including owner-occupied housing rehabilitation and acquisition and rehabilitation of existing structures, identified and abated 15 lead-based paint hazards in low to moderate-income households. Of these units, 5 were extremely-low income households, 5 low-income households, and 5 moderate-income households. With abatement of lead-based hazards in these units, the current total number of units lead-based paint hazards is estimated at 2030, with 302 in households below 30% AMI, 281 in households between 31% and 50% AMI, and 404 in households between 51% and 80% AMI.

The following are the actions to be undertaken from 2006-2010 to evaluate and reduce lead-based paint hazards and to integrate lead-based paint hazard reduction into the City of Flagstaff's housing policies. All activities will be done in accordance with Title X of the 1992 Housing and Community Development Act.

Goal: Reduce lead-based paint hazards in Flagstaff.

Strategy: Strengthen efforts to educate the public and private sectors about lead-based paint and other lead source poisoning hazards.

Strategy: Incorporate lead paint information and notification procedures on City of Flagstaff operated and sponsored housing.

Strategy: Ensure sufficient equipment and environmental services resources are available to provide testing necessary for the conduct of area housing rehabilitation programs and acquisition rehabilitation programs for both housing and public facilities.

## HOUSING

### Housing Needs (91.205)

\*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost- burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

#### 3-5 Year Strategic Plan Housing Needs response:

Housing needs in the City cover a relatively wide range of needs. The most high profile need is affordability, which receives regular media coverage and community attention. This is due to its impact on the community's ability to maintain a viable workforce. Affordability of owner-occupied housing is an issue mainly affecting the populations in higher, eligible income ranges and many of the City's non-Federally funded housing programs work with populations above the 80% Area Median Income limits.

Also crucial, although less publicly acknowledged, is the deterioration of owner-occupied housing stock in the lower income neighborhoods. This is especially evident among mobile home communities, and rental units that are managed by absentee and/or less accountable landlords, who provide substandard housing to their tenants.

Due to market dynamics, there is an ever increasing shortage of rental opportunities for low-income households. This situation is being exacerbated by a current trend to convert existing multi-family rentals into "affordable" ownership opportunities. Currently 14% of the City of Flagstaff's rental stock is propped for Condo Conversions.

#### Household Income <=30% MFI

##### Renter - Elderly

NUMBER OF HOUSEHOLDS	100%	598
With Any Housing Problems	74.7	447
Cost Burden > 30%	71.1	425
Cost Burden >50%	31.1	186

Renter - Small Related		
NUMBER OF HOUSEHOLDS	100%	149
With Any Housing Problems	89.9	134
Cost Burden > 30%	63.8	95
Cost Burden >50%	18.1	27
NUMBER OF HOUSEHOLDS	100%	819
With Any Housing Problems	91	745
Cost Burden > 30%	90.5	741
Cost Burden >50%	59.8	490
NUMBER OF HOUSEHOLDS	100%	202
With Any Housing Problems	29.7	60
Cost Burden > 30%	29.7	60
Cost Burden >50%	8.9	18
NUMBER OF HOUSEHOLDS	100%	116
With Any Housing Problems	80.2	93
Cost Burden > 30%	76.7	89
Cost Burden >50%	52.6	61
NUMBER OF HOUSEHOLDS	100%	55
With Any Housing Problems	100	55
Cost Burden > 30%	47.3	26
Cost Burden >50%	40	22
NUMBER OF HOUSEHOLDS	100%	67
With Any Housing Problems	94	63
Cost Burden > 30%	94	63
Cost Burden >50%	94	63
NUMBER OF HOUSEHOLDS	100%	118
With Any Housing Problems	67.8	80
Cost Burden > 30%	55.1	65
Cost Burden >50%	16.1	19
NUMBER OF HOUSEHOLDS	100%	878
With Any Housing Problems	50.5	443
Cost Burden > 30%	38.7	340
Cost Burden >50%	0	0
NUMBER OF HOUSEHOLDS	100%	166
With Any Housing Problems	73.5	122
Cost Burden > 30%	34.9	58
Cost Burden >50%	0	0
NUMBER OF HOUSEHOLDS	100%	1,204
With Any Housing Problems	63.5	765
Cost Burden > 30%	61.5	741
Cost Burden >50%	5.2	63
NUMBER OF HOUSEHOLDS	100%	281
With Any Housing Problems	21.4	60

Cost Burden > 30%	21.4	60
Cost Burden >50%	15.7	44
NUMBER OF HOUSEHOLDS	100%	324
With Any Housing Problems	69.1	224
Cost Burden > 30%	66.7	216
Cost Burden >50%	33	107
NUMBER OF HOUSEHOLDS	100%	158
With Any Housing Problems	58.9	93
Cost Burden > 30%	27.8	44
Cost Burden >50%	8.9	14
NUMBER OF HOUSEHOLDS	100%	282
With Any Housing Problems	64.5	182
Cost Burden > 30%	63.1	178
Cost Burden >50%	24.1	68

Review of the housing needs table indicates higher levels of need is among the renter and elderly populations, who fall in the lowest income categories. Ownership housing problems are limited, as few people in the <= 30% and 30 - 50% AMI income ranges have any opportunity to purchase in the market.

Higher income ranges generally show less burden in both renter and owner-occupied categories, as renters are often in an income range that would allow homeownership in most other communities, but not with current market dynamics. Owners below 80% AMI probably purchased before the market exploded and are maintaining their situation with little chance to move into a higher level of housing. This lack of housing mobility is a factor preventing entry into the housing market by people of middle income.

Overcrowding and severe-overcrowding were revealed as housing issues. Definitions used are as follows: greater than 1.00 person per room constitutes crowding and more than 1.50 persons per room constitutes severe overcrowding. The data indicates that 11.6% of renter households are overcrowded or severely overcrowded in Flagstaff. In fact, more renter households are severely-overcrowded than overcrowded, revealing unusual circumstances in Flagstaff. Nearly 4% of owner-occupied households are overcrowded or severely-overcrowded. Combining the total number of owner and renter occupied dwelling units (19,306), 7.8% of the total households in Flagstaff suffered from crowding or severe overcrowding in 2000. While the causes of crowding and severe-overcrowding are uncertain, high housing costs and a large student population may have an impact.

\*Insert Overcrowding table\*

Many factors, including those listed above, may be contributing to racial and ethnic geographical concentrations. The City's most recent Analysis of Impediments to Fair Housing Choice showed a disproportionate share in racial and ethnic concentration within geographic areas



## Priority Housing Needs (91.215 (b))

1. Identify the priority housing needs in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

### 3-5 Year Strategic Plan Priority Housing Needs response:

The City of Flagstaff recognizes a number of priority housing needs on a broad continuum from the effects on the quality of life for very low income renter populations through the difficulty in sustaining a viable workforce and diverse community, when faced with extremely limited homeownership opportunities.

Addressing the needs of the City's very low income population, whether they are renters or homeowners was determined through the planning process as a high priority; as this population is often the most in danger of becoming homeless or being forced to live in substandard housing, or overcrowded situations.

Large-related, very low income renters show 93% of the 142 households as having some housing problem. In addition, Large-related, very-low income owner-occupied households are indicated as universally having a housing problem; however, as there are only four (4) households within this demographical classification, this problem has been determined to be a lower priority and can be addressed through programs aimed at all low-income homeowners.

High rates of housing problems and households that are cost burden can be seen throughout the demographics listed in the CHAS data; thus, making it difficult to prioritize needs with very limited resources. (CHAS data is data provided by HUD using a special tabulation of Census 2000 data that are largely not available through standard Census products). However, by analyzing CHAS data, conversations with developers and housing providers, on-going planning processes, and meeting the needs to help the most vulnerable, all the while attempting to meet the necessity to provide decent ownership opportunities to maintain a viable workforce, the City Council is able to make funding and work program allocation decisions. These decisions also take into account community partner capacity, HUD compliance objectives, leverage of alternative resources to target and maximize benefit, and overall potential impact of the program or project.

Obstacles still exist in addressing underserved needs; these can include lack of provider agency will and ability to fill the service gap, the Not In My Backyard (NIMBY) mentality still existing in some parts of the community, limited and

diminishing resources targeted to populations with increasing need, high construction and land costs impacting the number of feasible projects, and a relatively isolated geographic area. By maintaining awareness of these obstacles, and working cooperatively with community partners, it is possible to make solid progress in overcoming the barriers and providing benefits to the underserved.

## Housing Market Analysis (91.210)

\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

### 3-5 Year Strategic Plan Housing Market Analysis responses:

The City of Flagstaff has seen an unprecedented increase in ownership housing costs, including the cost of construction. Increases in cost of ten and twelve percent annually have not been unusual over the past five years which cumulatively has resulted in a rise in the median priced home of 85%. Put another way, a household earning the 2005 Area Median Income (AMI) for a family of four and given typical financing conditions, would have a \$485 per month mortgage payment gap between being housing cost burdened and affording a median priced home in the 2005 Flagstaff market. The Flagstaff workforce has been, to a great extent, effectively priced out of the market. In fact, based on the miniscule increases over the past five (5) years in the AMI for our metropolitan statistical area, and the accelerated increase in the cost of the housing inventory available, traditional programs like down-payment and closing cost assistance have had to be layered with other funding sources in order to bridge the ever-widening gap. Even households in the community making over 120% of the AMI are priced out of most homes and there is a large gap for potential homebuyers who earn too much for assistance, but not enough to afford entry-level homes with conventional financing.

The homeownership issues have not yet led to similar increases in rental costs. Fair Market Rents are continually increasing, but at a much more moderate pace. However, in order to access the value in ownership, a number of apartment complexes are converting to condominiums. Permits have been pulled for the conversion of 14% of the current multi-family apartment stock in the City of Flagstaff. As inventory diminishes, the growing population will add increased pressure on the rental market as well. Additionally, while rental prices do not appear to have been increasing at the same rate as ownership costs, they are already well out of range for low and moderate income households in the community. A study by

the City of Flagstaff Housing Section demonstrated that a teacher, firefighter, bank teller, retail worker, and even a nurse is unable to afford the fair market rent without being cost burdened in Flagstaff.

Much of the housing inventory in the target neighborhoods is out of compliance with current City code and shows sign of visual decline. Substandard trailer parks provide a diminished living environment for many occupants and they create a visual eyesore for the neighborhood. In the previous Consolidated Plan, created in 2001, it was stated that approximately 24% of the housing stock in the target neighborhoods showed signs of visual decline. The City, partner organizations, and private owners have provided substantial investment in the housing stock of the target neighborhoods through rehabilitation, infill and demolition. While there are small sections of those neighborhoods in which 24% is still an accurate assessment, or perhaps even a bit low; based on a visual study conducted in 2006, the neighborhoods overall have less than 20% of the residential structures with visual signs of decay. However, having almost one in five structures showing signs of visual deterioration, demonstrates that while progress is being made, there is still a great deal of impact required.

Based on the Analysis of Impediments to Fair Housing Choice, the City has identified there are concentrations of persons with disabilities within specific Block Groups. While Flagstaff has a lower percentage of disabled persons than the National average. Within the City there are 7,320 persons with disability or 14.9% versus 19.3% Nationally. There are 1,844 persons with employment related disabilities, 912 with physical disabilities, 727 with a form of mental disability, and 571 with a form of sensory disability. Of these, 3,086 persons have two or more disabilities. Flagstaff Code encourages a Universal Design Standard that is above and beyond the Americans with Disabilities Act (ADA) requirements. Also, all City of Flagstaff funded or sponsored projects are designed with visitability opportunities for persons with disabilities.

According to Northland Cares, the provider in Flagstaff for low income persons living with HIV/AIDS and their families, there are forty (40) low-income people receiving services in Flagstaff and twenty (20) additional people who are not low income. Northland Cares states that conventional wisdom is that for each person receiving services through a provider, there is one person who knows they are HIV positive but are not accessing services, and there is one person who is unaware of their status as being HIV infected. Based on this ideology, Flagstaff has a population of 180 persons living with HIV/AIDS. There are currently no housing units specific to this population and the low-income persons are accessing Section 8 vouchers or using HOPWA assistance provided to Northland Cares by the State of Arizona to avoid eviction. Northland Cares states that ten permanent housing units, or ten permanent Section 8 vouchers, specifically designated for use by people with HIV/AIDS and their families would stabilize the situation for those who are repeatedly facing eviction and potential homelessness.

## **Specific Housing Objectives (91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that

are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

**3-5 Year Strategic Plan Specific Housing Objectives response:**

Specific housing objectives were defined by a working group of housing professionals and interested residents who met weekly to discuss factors effecting the provision of decent and affordable housing and potential strategies. Strategies are listed, even if not a high priority for limited Federal funds, to demonstrate the numerous ways the community is working to address the affordable housing crisis. Priority for strategies is determined based upon the dynamics demonstrated in the Housing Needs Analysis, program effectiveness and funding capacity, and benefit to the community as a whole. Goals comprise rental through homeownership opportunities with strategies listed, within each goal by priority, as defined by the working group.

**Goal: Provide Decent Rental Housing**

Provide decent rental housing with improved/new affordability.

Strategy: Recognize a need for rental units available for seniors, the disabled, and populations with income below 30% of the Area Median Income and explore or support the provision of housing available at that range through programs such as, but not limited to, the HUD 202 program, the HUD 811 program and Low Income Housing Tax Credit projects funded through the State of Arizona.

Strategy: Expand the permanent affordability mechanism such as the Community Housing Land Trust Program to provide permanently affordable rental housing for low-income populations.

Provide decent rental housing with improved availability.

Strategy: Continue to operate, in conjunction with appropriate partners, a housing stabilization program providing eviction and foreclosure prevention, move-in assistance, and potentially emergency housing vouchers.

Strategy: Adjust the current City policy regarding accessory dwelling units to encourage them as additional inventory.

Strategy: Encourage mixed use development to increase potential housing inventory.

Strategy: Work with partners to identify resources that may provide support for populations who are housing cost burdened and refer clients to them (ie: utility assistance, private sector and faith based charitable organizations, etc.).

Strategy: Support trailer site redevelopment through non-profit, for-profit, or municipal involvement to increase and improve rental inventory. Encourage long term unit affordability where appropriate and provide relocation assistance for any displaced persons or household in compliance with Federal guidelines.

Strategy: Where appropriate, make affordable workforce housing a priority use for City of Flagstaff land.

Strategy: Work with Northern Arizona University to provide additional student/faculty housing and to potentially open additional land.

Strategy: Explore methods of increasing the overall supply of rental units through policy driven incentives.

Provide decent rental housing with improved sustainability.

Strategy: Develop a Property Maintenance Ordinance for Flagstaff requiring a rental housing standard with annual inspections.

Strategy: Pursue funding and capacity for a rental rehabilitation program with assistance tied to low-income rental units.

Strategy: Promote the policy that rental units assisted with public resources should be occupied by full time community residents.

Strategy: Monitor trends within the condominium conversion process, as well as other rental inventory factors, and work to address those issues where appropriate.

Strategy: Monitor the Federal and State policies to assist with education of public leaders and raise public awareness surrounding housing issues.

Strategy: Explore the viability of using current resource networks and non-governmental funding sources to provide advocacy.

Goal: To Provide Decent Owner-Occupied Housing.

Provide decent owner-occupied housing with improved/new affordability.

Strategy: Continue to directly produce decent housing available to low and moderate income homeowners through partnerships with non-profits. Wherever possible preserve the permanent affordability of the units through a legally sound and mutually beneficial mechanism.

Strategy: Continue to directly produce decent housing available to low and moderate income homeowners through voluntary partnerships with the development community. Wherever possible preserve the permanent affordability of the units through a legally sound and mutually beneficial mechanism.

Strategy: Wherever possible, utilize the Community Land Trust Program or another legally sound mechanism to preserve affordability permanently.

Strategy: Initiate and continue an educational campaign combating the Not In My Back Yard mentality and explaining the benefit of workforce housing.

Strategy: Continue to encourage the private development community to voluntarily provide units or funding for workforce housing as a part of larger scale projects.

Strategy: Identify all City owned parcels that have not been examined and perform feasibility studies, environmental assessments, and other required processes in order to determine its appropriateness for affordable workforce housing.

Strategy: Directly produce decent housing available to low and moderate income homeowners through the traditional procurement process.

Strategy: Explore the possibility of working with public agencies, like the Flagstaff Housing Authority, to produce units with alternative funding sources.

Strategy: Explore the possibility of partnering with large employers to produce housing units for their employees.

Provide decent owner-occupied housing with improved availability.

Strategy: Continue to operate homebuyer assistance programs incorporating first-time homebuyer education and financial assistance, whether down payment, closing cost, or individual development accounts, to provide an average of 12 qualified families per year with homeownership. Pursue additional funding opportunities and program structures to increase capacity and examine the programs yearly for adjustments to the market dynamics.

Strategy: Partner with employers to assist in the implementation of Employer Assisted Housing programs providing education or financial assistance to employees.

Strategy: Continue making homebuyer education available to potential homebuyers at all income levels and explore the possibility of targeting specific audiences.

Strategy: Advocate program and regulatory changes within our community control and with other providers to tailor programs for the local market dynamics.

Strategy: Work with non-profit, for-profit, and other partners to redevelop current trailer sites for increased inventory, wherever possible tied to permanent affordability.

Strategy: Examine alternative methods of assistance bringing down the cost of homeownership such as energy efficiency, mortgage revenue bond financing and active resource layering to address very low income populations.

Provide decent owner-occupied housing with improved sustainability.

Strategy: Continue to operate an owner occupied housing rehabilitation program providing health, safety, code and efficiency improvements for low and moderate income residents. Create additional capacity through alternative funding sources and program improvements.

Strategy: Continue to operate an emergency repair program providing limited emergency assistance for health and safety hazards. Create additional capacity through alternative funding sources and programmatic improvements.

Strategy: Continue to explore options for the creation of a Housing Trust Fund for the City of Flagstaff with a designated funding stream.

Strategy: Promote the policy that units assisted with public resources, wherever possible, be permanently affordable owner occupied units.



## Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3-5 Year Strategic Plan Needs of Public Housing response:

The Flagstaff Housing Authority (FHA) is responsible for administering public housing in the City of Flagstaff. Based on the information from the FHA Annual Plan, there are 190 families on the Section 8 tenant-based assistance waiting list. Of these, 117 (62%) are below 30% AMI, 43 (23%) are between 30% and 50% AMI, and 26 (14%) are between 50% and 80% of AMI. Additionally, 183 (96%) are families with children, 1 (.5%) is an elderly household, and 12 (6%) are families with disabilities. The racial demographics are as follows: 66 (35%) Native American households, 1 (.5%) Asian household, 10 (5%) African-American households, and 113 (59%) Caucasian households. The annual turnover in units is approximately 60 families.

Moreover, 456 families are on the public housing waiting list. Of these, 293 (64%) are below 30% AMI, 194 (23%) are between 30% and 50% AMI, and 48 (11%) are between 50% and 80% of AMI. Additionally, 439 (96%) are families with children, 4 (.9%) are elderly households, and 15 (3%) are families with disabilities. The racial demographics are as follows: 205 (45%) Native American households, 3 (.7%) Asian households, 21 (5%) African-American households, and 227(50%) Caucasian households.

There is a 100% occupancy rate for the 264 public housing units. These units are comprised of 22 (8%) 0 and 1 bedroom units, 63 (24%) 2 bedroom units, and 179 (68%) 3+ bedroom units. Conversely, the needs of the waiting list are 181 (40%) 1 bedroom, 193 (42%) 2 bedroom, 31 (7%) 3 bedroom, 21 (5%) 4 bedroom), and 30 (7%) 5 bedroom. Furthermore, while no units are considered to be substandard, there is an estimated \$2,500,000 in rehabilitation needs for public housing, categorized as follows: \$208,333 for 0 and 1 bedroom units, \$596,591 for 2 bedroom units, and \$1,695,076 for 3+ bedroom units.

## Public Housing Strategy (91.210)

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the

living environment of extremely low-income, low-income, and moderate families residing in public housing.

2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

The Flagstaff Housing Authority (FHA) provided their current five year plan for this process prior to the publication of the Federal Register/ Vol. 71. No. 44/ Tuesday, March 7, 2006: Notice of Outcome Performance Measurement System for Community Planning and Development Formula Grant Programs.

Goal One: Continue to manage the Flagstaff Housing Authority's existing public housing program in an efficient and effective manner that will result in full compliance with all applicable statutes and regulations, thereby, always striving to maintain the current rating as a High Performer.

Objectives:

1. HUD shall continue to recognize the Flagstaff Housing Authority as a High Performer through June 30, 2010.
2. The Flagstaff Housing Authority shall convert to project based management including asset management, budgeting, and financing in accordance with QHWRA.
3. Review and revise the established flat rents.
4. Promote a motivating, dynamic, and innovative work environment with a capable and efficient team of employees to operate as a customer friendly and fiscally prudent leader in the affordable housing industry as measured by customer surveys, employees and HUD scoring.
5. Provide the Housing Services staff with training as deemed appropriate in order to prove the best and up to date service possible.
6. All policies will be reviewed and updated to remain current with HUD standards.

Goal Two: Provide a safe, drug free, and secure environment in the Flagstaff Housing Authority's public housing developments.

Objectives:

1. The Flagstaff Housing Authority shall continue to reduce crime in its developments so that the crime rate is less than their surrounding neighborhoods through June 30, 2010. This will be accomplished by continuing to contract with the Flagstaff Police Department to have a full time officer assigned to our developments.

2. The Flagstaff Housing Authority will aggressively monitor and reduce its evictions due to violations of criminal laws through June 30, 2010, by more thorough aggressive screening policies and procedures.

Goal Three: Maintain the Flagstaff Housing Authority's real estate in habitable, safe, decent and sanitary conditions.

Objectives:

1. The Flagstaff Housing Authority shall create an appealing up-to-date environment in its developments as measured by ongoing customer surveys and formal annual resident input and participation through June 30, 2010, and beyond.
2. The Flagstaff Housing Authority shall have its units in compliance with all local and HUD requirements. This will be accomplished as follows:
  - a. Continue to use Capital Funds to upgrade units and replace old equipment.
  - b. Provide training on an annual basis for the Maintenance Staff to allow them to grow professionally.
  - c. Provide training prior to occupancy for public housing residents in the maintenance and repair of the residence.

Goal Four: Expand the range and quality of housing choices available to participants in the Flagstaff Housing Authority's tenant-based assistance program.

Objectives:

1. The Flagstaff Housing Authority shall establish a program in partnership with local nonprofits to help eligible participants become homeowners with the use of Housing Choice Vouchers. The City of Flagstaff has created a Community Land Trust to assist eligible families to purchase their own home. The Trust will lease the land at a nominal rent which will keep the cost of the home affordable.
2. The Flagstaff Housing Authority shall partner with others to offer quality affordable rental assistance and other related services to our community.
3. The Flagstaff Housing Authority shall achieve a budget utilization rate of over 98% through June 30, 2010 in its tenant-based program.
4. The Flagstaff Housing Authority shall investigate the development of a project-based assistance program, especially, for victims of domestic violence.

Goal Five: Improve the community quality of life and economic vitality in public housing.

Objectives:

1. Assist the Resident Management Corporation by utilizing the services of the resident-owned painting business to preserve the existing public housing stock.
2. Work toward expanding community centers, programs, family and youth services and activities to include job related training and career development.
3. Continue to contract with organizations such as Citizens Against Substance Abuse (CASA) to provide youth activities and drug prevention education programs.

4. Continue to contract with the Flagstaff Police Department to have a full time officer assigned to our developments in an effort to keep them crime and drug free. The program has been extremely successful over the years.

Goal Six: To continue to enhance the image of public housing in the community.

Objectives:

1. The Flagstaff Housing Authority Board of Commissioners, Executive Director, Supervisors, and/or the Resident Council leadership shall speak to civic, religious, or fraternal groups periodically to explain how important public housing is to the community.

2. Develop a web page so that the public has access to the history of the Flagstaff Housing Authority and the programs that are available.

3. Have periodic presentations to the City Council regarding the need for expansion of the housing stock for low-income families. Flagstaff is a high cost area with a low wage base.

Goal Seven: Investigate and pursue expansion of the supply of affordable housing.

Objectives:

1. Participate in and support local groups dedicated to affordable housing.

2. Investigate use of alternative funding sources such as Low Income Tax Credit, HOME funds, etc. for financing affordable housing expansion.

## **Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

A number of barriers exist to affordable housing able to serve the needs of Flagstaff's low and moderate income residents. These barriers include geographic and physical constraints, regulatory limitations, and economic impediments. Culminating in creating a situation in which market forces will not be able to provide sufficient housing opportunities for the lower income households in Flagstaff.

Geographically, Flagstaff is surrounded by National Forests and Bureau of Land Management property which is currently not available for development and is a

significant limiting factor in the community's ability to grow. A great deal of the property still available for development is owned by the Arizona State Land Department which is tasked to receive the highest monetary compensation possible for the land and releases portions based on their needs and timelines. This limited land for development has led to extremely high land costs. According to a study done by a local development company here in Flagstaff, the community's developable land will be built out by 2020 and leaving only infill development for continued growth. Beyond the geographic limitations, the land still developable within these boundaries is generally difficult to develop, primarily due to topographical constraints, which is why most of this land remains available for a premium price. Slope issues, resource and drainage requirements, and soil composition create additional costs and burdens that prevent the development of low cost units.

Additionally, Flagstaff has great environmental appeal with vistas of the San Francisco Peaks and access to numerous outdoor recreational opportunities, including the Grand Canyon National Park, Walnut Canyon National Monument, Sunset Crater National Monument, the Red Rocks and monuments of Sedona and numerous other scenic attractions. Flagstaff's relatively temperate climate combined with this physical beauty, attracts people interested in purchasing vacation or investment homes. Residents of Phoenix, Las Vegas, and California with greater monetary resources relative to Flagstaff's populace are able to outcompete the workforce for housing opportunities.

Beyond the external factors of limited land and market competition, construction costs are noticeably high in the Flagstaff area due to a number of factors. Average construction costs are over \$150.00 per square foot which makes the development of units affordable to households with low and moderate incomes extremely difficult.

The City of Flagstaff recently examined regulatory and programmatic policy through the Community Housing Policy Task Force. The Task Force was a group of community stakeholders with representation by non-profit organizations, the development community, Northern Arizona University, City staff and residents at large. The Task Force was charged with making recommendations to City Council including regulatory impediments to affordable housing and housing program policies. A presentation to the Planning and Zoning Commission and subsequently to the City Council has provided staff direction regarding research and implementation of changes potentially including, but not limited to:

- Resource protection restructuring,
- Relaxation of setbacks and parking requirements within the Land Development Code
- Density allowances,
- Less restriction of accessory dwelling units,
- Advanced planning of available land for maximized benefit,
- An amendment to the City Charter exempting workforce housing from the expenditure cap,
- Stormwater requirement revision,
- Development of a Housing Trust Fund with a dedicated funding source to provide programmatic funding.

Perhaps the greatest barrier to affordable housing in the Flagstaff community is the income levels. Flagstaff's median income has increased by approximately 1% annually for the last five years. During the same interval home prices, inflated

largely by external factors described above, have risen 85%. This has led to the majority of Flagstaff's population being effectively priced out of the market even with traditional homebuyer assistance programs.

Over 18% of Flagstaff's population is below the poverty level and has difficulty in paying the prevailing fair market rents. With utility costs increasing dramatically in the past year, this trend has only been magnified. To make matters worse, the land value and construction costs, as well as the ability to access the homeownership market, have led to a stagnation of multi-family rental development and conversely to 14% of the current rental unit inventory potentially being converted to ownership condominiums. While this will provide a needed affordable housing inventory on the ownership level, it will further aggravate the rental situation.

The Community Housing Policy Task Force has recommended a number of places where regulatory intervention is inhibiting the construction of affordable housing, and where incentives and programs undertaken by the City could be most effective in providing the residents with viable affordable housing options. Staff is currently researching the recommendations for viability, ease of implementation, and for unforeseen consequences with respect to other community priorities.

## HOMELESS

### Homeless Needs (91.205 (b) and 91.215 (c))

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3-5 Year Strategic Plan Homeless Needs response:

City of Flagstaff Homelessness Overview

The Homeless Section of the 2006 Consolidated Plan has been developed in conjunction with the weekly Focus Groups established during the initial Public Forums, the 2005 Citizen's Survey conducted by Northern Arizona University, and with the Arizona Rural Continuum of Care. The committees directly assisting with the Consolidated Plan consist of community-based organizations, local coalitions, non-profits, faith based organizations, and consumers.



The Homeless Focus Group met weekly; specifically, for the Consolidated Plan community planning process. The group's intention was to create investment of the primary stakeholders to address/serve the needs of chronically homeless and other homeless subpopulations within Flagstaff. The process involved the collection, analysis, provision and review of community-wide data and systems, with the objective being the clear investigation of the needs and options in the City. The reviewed systems focused on prevention, outreach, intake, assessment, housing issues and gaps in services.

In Flagstaff, the Rural Continuum of Care compiled the homelessness data used within this document. It should be noted that the data gathering occurs within the winter months in an attempt to tabulate the homeless numbers within the shelters. It is anticipated that by 2007, the City will partner with other agencies to conduct a homeless count in the summer months. The timing of the data collection for Flagstaff is significant, due to the understanding that the winter counts do not reflect the true homeless population because as it becomes colder in Flagstaff, the majority of homeless individuals leave for the valley or to other warmer climate locations. The summer count will also provide a numeric spectrum of how the homeless population counts in Flagstaff fluctuate due to the seasons.

Based on the February 2005 data gathered through enumerations and estimates, approximately 166 people were homeless at that point in time. Of those 166 people, 46% were identified as unsheltered. The biggest need for any homeless individual or family is permanent housing with supportive services. Overall, the unmet need for permanent supportive housing in Flagstaff requires a 90% increase in beds from 13 to 133. Specifically, for homeless individuals (not in a family) in Flagstaff, the identified unmet need for permanent supportive housing is 60 beds, which would increase the current total of 13 beds by approximately 82%. For homeless families or individuals with children, the unmet need for permanent supportive housing is 60 beds, which would increase the current total of 0 beds by 100%. Moreover, homeless families with children require a 73% increase in emergency shelters and a 50% increase in transitional housing. In addition to permanent supportive housing, the unmet need for emergency shelters and transitional housing beds for homeless individuals in Flagstaff would increase the current bed total by 59% for emergency housing and 66% for transitional housing. The data provided by the Rural Continuum of Care does not reflect the impact the City of Flagstaff's October 1, 2005 "No Camping" Ordinance, which strengthens the enforcement of the existing prohibition of "camping" within City limits.

The greater homeless population is comprised of various subpopulations. Of the sheltered population, the biggest three subpopulations identified in February 2005 were victims of domestic violence (46) and chronic substance abusers (7). The order of the other subpopulations continues with the dually-diagnosed, veterans, persons with HIV/AIDS and youth under the age of 18.

#### Homeless Racial and Ethnic Characteristics

There is no local or statewide collection of racial or ethnic information for the homeless population. However, each homeless provider collects this information and inputs data into the Homeless Management Information System (HMIS) within their continuum.

In the Rural Continuum of Care, a challenge exists with coordinating some homeless providers and use the HMIS system. Therefore, it is quite difficult to report the racial and ethnic characteristics of Flagstaff's homeless population.

#### Extremely Low- and Low-Income Households

Throughout Arizona, and especially within Flagstaff, there are a large number of households earning less than a livable wage who are at high risk of becoming homeless. Extremely low-income households are households that earn <30% of the Area Median Income (AMI), while low-income households earn 50% of the AMI. In Flagstaff, 52% of all households rent their dwelling unit. This is approximately 20% higher than the State average; the higher percentage of rentals in Flagstaff can be attributed to the influence of the student populations from Northern Arizona University and Coconino Community College. Of that 52%, about 19% are extremely low-income and about 17% are low-income households. 48% of households are owner-occupied and about 3% of all homeowners are within the income category of extremely low income and about 5% are low-income households.

Within Flagstaff, an extremely low-income household in 2005 (earning \$15,600 30% of the AMI of \$52,050) can afford monthly rent of no more than \$390, while the Fair Market Rent (FMR) for a two bedroom unit is \$907. Additionally, low-income households (earning \$26,000 - 50% of the AMI of \$52,050) can afford monthly rent of \$650, while the FMR for a two bedroom unit is \$907. An individual earning minimum wage (\$5.15 per hour) can afford monthly rent of no more \$268. To afford a two-bedroom unit, a worker earning the minimum wage must work 136 hours per week. The average median wage of all occupations in Flagstaff is \$23,629 or \$11.36 per hour. The individual could afford a monthly rent of no more than \$591, while the FMR for a one-bedroom unit is \$803. Higher household income and/or more affordable housing are the obvious needs of this population.

#### Estimating Chronically Homeless and Un-sheltered Homeless

The Gaps Analysis Work Group from the Continuum determined the amount of unmet need for emergency shelter, transitional housing and permanent supportive housing after a review of all data available from a variety of sources. These included:

- The number of persons housed in emergency shelters, transitional housing and in permanent supportive housing.
- The number of persons that contacted the County-wide information and referral agency with emergency housing needs over a set period of time.
- The number of families and individuals turned away from emergency shelter and transitional housing programs on the day of the shelter survey.
- The number of individuals and families on waiting lists for transitional housing and permanent supportive housing.
- The number of persons utilizing the temporary winter shelter program on the date of the shelter survey.

The estimate of emergency shelter needs for individuals was based primarily on the number of persons entering a low-demand winter-shelter program on the date of the shelter survey. Emergency shelter need for families was based primarily on the number of families turned away from shelter programs on the date of the shelter survey. Need for transitional housing beds for individuals was based primarily on estimates by emergency shelter providers of the percentage of individuals in the

emergency shelters that would enter transitional housing, if available. The need for transitional housing beds for families was based primarily on the number of families turned away or on waiting lists for transitional housing. The need for permanent supportive housing beds for individuals and families was based primarily on the number of homeless individuals on the Supportive Housing Programs (SHP) waiting list. The Gaps Analysis Work Group from each Continuum took the street count numbers and the factors noted above in making its estimate of the unsheltered population.

## **Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

### **3-5 Year Strategic Plan Priority Homeless Needs response:**

The one-day count of unsheltered individuals in February 2005, served as a vehicle to identify the gaps addressing Flagstaff's chronically homeless population and subpopulations. On that date, there were 18 individuals identified as chronically homeless, with one individual being sheltered and 17 identified as unsheltered. Although the statistics identify a small population of chronically homeless, the Focus Group and community members all agree that the population may be significantly larger than the February 2005 count. The difference between the count and community perception, or service delivery, is the time of the year the count is conducted. The City of Flagstaff is intending to partner with other service providers to conduct a street count during the summer months. The summer count will complete the numeric spectrum of how the homeless population counts in Flagstaff fluctuate due to the seasons and how the service needs must reflect this population.

In addition, the Homeless Focus Group also identified the inability to fluidly communicate data and information between the local, regional, and state providers as a significant gap in providing the necessary service to Flagstaff's homeless population. The focus group identified the importance of integration of systems and services. There is an expectation that the new Arizona State 2-1-1 information system will provide real-time coordination and integration of systems. It was further identified that this action will establish a comprehensive, coordinated system of delivery for all homeless, transient, and special needs populations. In addition, the Focus Group identified the need to better utilize the existing HMIS system. The

HMIS, in conjunction with the Arizona 2-1-1 information system, should enable agencies who desire to use the system to have real-time access to the full benefit of the HMIS system, including client intake, tracking, and referral.

The goal of the State of Arizona is to move toward a housing permanency model over the next five years. With this goal, permanent supportive housing is categorized as a "high priority". Similarly, in the City of Flagstaff, transitional housing and emergency shelters (especially for families and individual women) were also identified as "high priorities". This is congruent with the Gaps Analysis for homeless persons in need of permanent supportive housing, transitional housing, and emergency shelters, which showed the highest gap in beds (120 in permanent supportive housing, 130 for transitional and 106 emergency). The emergency shelter gap was decreased due to the current creation of a 22-bed shelter which includes 3 apartments for transitional housing.

It is important to note that the "other" fund sources (also included in Parts 3 and 4 of the "Homeless Needs Table" for individuals and families) are State Homeless funds, Social Services Block Grant (SSBG), Temporary Assistance for Needy Families (TANF), Community Services Block Grant (CSBG), and Emergency Shelter Grants (ESG), which are all administered through Arizona Department of Housing (ADOH).

## **Homeless Inventory (91.210 (c))**

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

### **3-5 Year Strategic Plan Homeless Inventory response:**

The City of Flagstaff's Community Investment Division – Housing Section was responsible for convening the Homeless Focus Group. The Focus Group was comprised of community-based organizations, business associations, local coalitions, non-profits, faith based organizations, and consumers. This group's main focus was to identify the priority needs and the strategies needed to develop a system that addresses homelessness. The following housing and supportive resources are currently available:

#### **Emergency Shelter**

There are no late night emergency or daytime shelter facilities available in Flagstaff and only two overnight homeless shelters, one for men and one for women and children.

The Sunshine Rescue Mission. The Mission is a 36-bed, overnight shelter for homeless men. The objective of Sunshine Rescue Mission is to prosthetize, and as such it does not provide conventional continuum of care services for sub-populations. The doors open at 6:00 p.m. and patrons who are sober can have a meal, a place to sleep and breakfast. Patrons must attend a religious service in the morning and

cannot stay at the shelter during the day. In order to stay overnight at the shelter, patrons must be at the shelter no later than 7:00 p.m., when the doors are closed, and may not leave the facility any earlier than 6:30 am. The hours of operation of the shelter excludes a population that may be working a night shift or late afternoon shift.

The Haven for Advocacy and Learning Opportunities, (HALO House), is a 38-bed shelter facility for women and children who are victims of domestic violence. HALO House provides a comprehensive continuum of services both for those that stay in the shelter and those simply needing assistance with domestic violence related issues. During their 7-day stay, families are provided with counseling including vocational training, abuse prevention and rape prevention. Support groups such as Alcoholics Anonymous and Parents Anonymous regularly visit the HALO House to offer counseling. Outpatient counseling is also available. In addition, food, shelter, clothing and supplies are provided to all clients. Also, supplies are provided for families to help set up new households. HALO House is operated by the Northland Family Help Center, a non-profit corporation; and unfortunately turned away 500 families last year due to lack of space. The HALO House provided shelter for 626 persons during the reporting period at a cost of \$581,000.

Hope Cottages, operated by the Sunshine Rescue Mission, consists of 18 beds for homeless women and three family rooms for homeless women with children, totaling 32 beds. Within the next year and a half, the total number of beds will increase to 70.

Cedar House is a new 22-bed facility providing emergency shelter options operated by Catholic Charities. This facility will be open in early summer 2006. Cedar House will have 10 beds in 3 interlocking rooms for families and 12 beds within 3 apartments as transitional housing for families moving towards increased stability.

Hotel Vouchers from the following agencies provide an emergency shelter option in Flagstaff for all populations: Catholic Charities, The Guidance Center, New Song Church, Salvation Army, St. Vincent De Paul, and for veterans, the American Legion. While there are multiple agencies who hand out vouchers, funds in this area are very limited and are not available 24 hours a day.

#### Transitional Housing

It was affirmed during the Homeless and Special Needs Focus Group that Flagstaff continues to have a severe lack of transitional housing for homeless individuals. The following organizations provide transitional housing.

Sharon Manor is an eight unit private room transitional housing facility operated by BOTHANDS, Inc. It serves women and children who are homeless victims of domestic violence and are motivated to make the transition to independent living. Sharon Manor provides a home for up to two years, during which time residents must pursue counseling, education, job training, employment and independence.

Sharon Manor Apartments, a 16-unit apartment complex, operated by BOTHANDS, Inc, which sets aside 5 units of transitional housing for women with children who are victims of domestic violence and 3 units of transitional housing for homeless families referred by partner agencies throughout the community.

Cedar House is a new 22-bed facility providing emergency shelter options operated by Catholic Charities. This facility will be open in early summer 2006. Cedar House will have 10 beds in 3 interlocking rooms for families and 12 beds within 3 apartments as transitional housing for families moving towards increased stability.

Aspen House is a an 8-bed shelter facility available specifically for homeless boys and operated by Catholic Charities. The Aspen House is a home-like living environment for boys age 15-18 who are either homeless or have suffered abuse or neglect. It is supervised 24-hours a day by staff experienced in working with at-risk youth. Each resident participates in life skills and independent living training. Youth who have been identified as having a behavioral health diagnosis or as emotionally handicapped are excluded from receiving services from Aspen House. Also excluded, are youth that have been convicted of a violent or sexual crime. Additionally, youth that have an identified substance abuse problem are required to participate in a treatment program prior to admittance.

The Foundation House, operated by AZNorth Realty, provides housing for homeless or near homeless men suffering from chronic alcoholism. The Foundation House provides 20 beds and a highly structured atmosphere of recovery centered around the Alcoholics Anonymous 12 step program. Those living in Foundation House must be employed or actively seeking employment and must pay some level of rent.

Joshua House, Caleb House, and Abigail House are shelters assisting women and children in crisis.

#### Permanent Housing

There is a great need for more permanent housing units in Flagstaff. At present, there is no permanent housing available to accommodate all eligible populations.

Sharon Manor Apartments is a 16 unit apartment complex, operated by BOTHANDS, Inc. setting aside 5 units of permanent housing for women and children coming out of transitional housing and 3 units for low income families.

The Guidance Center provides permanent housing for 34 persons suffering from serious mental illness in facilities such as the Ponderosa Home and Inverrary House. Their service area is the entire Northern Arizona region including Flagstaff, Williams and the Grand Canyon. There is a waiting list for this housing that varies from 5-30 people.

#### Homeless Supportive Services

##### Job Training

Job training services in the City of Flagstaff are mainly offered through partnerships of government agencies and non-profits. There are currently three job training services available to low and moderate - income households in Flagstaff. The services include Coconino Employment Resource Network, Sunnyside Opportunities for Job, Career, and Life Training (OJCLT), and the Coconino County Career Center. The facilities provide services including but not limited to on-site computer resources, resume/cover letter development, local and state job listings and skills training. Goodwill Industries of Northern Arizona (GINA) also has a Dressed-for-Success program in which individuals in need of career clothing are assisted through partnerships with local department stores. Sunnyside OJCLT also provides individual case management and mentoring for eligible clients through a CDBG public service



grant. GED and English as a Second Language classes are available through a partnership with a division of the Flagstaff Unified School District.

#### Case Management

Case management services for the homeless are offered through a variety of agencies in the Flagstaff area and are available to all sub-populations. The need for multi-agency case management coordination has been recognized. Formed out of an existing Emergency Services Network, the Resource Action Network of Northern Arizona (RANNA) consists of representatives from the majority of agencies and units of local government in Northern Arizona. RANNA has implemented a web-based resource directory which can be reached through Coconino County's web site. <http://co.coconino.az.us>

#### Substance Abuse Treatment

A full continuum of care for substance abuse treatment is offered through the Guidance Center for individuals and families from all sub-populations seeking education, intervention and/or treatment. Services include in-patient, partial day treatment, intensive out-patient treatment, out-patient counseling, DUI screening and assessment, alcohol and drug education, family therapy and a full after-care program for clients completing treatment. Treatment for dually diagnosed individuals and chronic substance abusers is also available. The Guidance Center has 14 beds for substance abuse treatment, 7 for Flagstaff and 7 for the remainder of its service area. The Northern Arizona Regional Behavioral Health Authority (NARBHA) is bringing together community partners to implement an intake triage facility, commonly know as a "detox center" to provide a safe and effective entry point to services.

#### Mental Health Care

The Northern Arizona Regional Behavioral Health Authority (NARBHA) is the State funded agency responsible for providing mental health care in all of Northern Arizona. NARBHA accomplishes this task by contracting with the Guidance Center to provide the services in Flagstaff and surrounding areas, with the majority of the clients living in and around Flagstaff.

#### Housing Placement

While there is not any specific agency in Flagstaff that does housing placement, all local agencies that provide homeless services provide housing placement within the restraints of local resources.

#### Life Skills Training

Life skills training for homeless individuals is available through several area agencies.

The Alternative Center for Family Based Services offers life skills classes free to all sub-populations of middle and high school students, homeless or otherwise. Each session consists of two classes, 3 hours long, once a week for two weeks, and sessions are held approximately once a month.

Aspen House, a transitional living facility for boys age 15-18, provides life skills training to all individuals who stay in the facility.

Northland Family Help Center provides life skills training to women who have been affected by domestic violence and their children.



Life skills training is also available through the Flagstaff Unified School District to homeless students and their families.

#### Food Services

Food services, while not meeting all the need in Flagstaff, are more comprehensive than shelter services.

The Flagstaff Family Food Center serves one hot meal from 4 - 5:30 P.M. every day of the year to all sub-populations, with the exception of those who appear drunk, on drugs or cause a disturbance of any kind. In 1999, the Food Center served 52,476 meals. The Family Food Center is located near the center of one of Flagstaff's low-income neighborhoods.

The Salvation Army also provides food services to all sub-populations and reported monthly averages in 2000 for the Flagstaff area of 62 food boxes; 470 breakfast brunches; and 500 sack lunches.

Sunshine Rescue Mission provides dinner nightly and lunch Monday through Saturday at 12:00 p.m.

Flagstaff has 2 food banks: Care and Share Food Bank is state recognized and regulated, directly serving all sub-populations through both referrals and emergency assistance. The Care and Share Food Bank provided food boxes to 218 homeless individuals and families between September and December 2000. This number reflects only the first time visit, when an intake form is filled out and does not account for any return visits during this time.

Northern Arizona Food Bank distributes food to participating agencies throughout all of Northern Arizona.

Sunshine Rescue Mission gives food boxes daily Monday through Friday.

#### Self Sufficiency Assistance

Flagstaff recognizes that homeless prevention is an important part of the Continuum of Care. Often, homelessness can be avoided with interim assistance during periods of financial crisis. Prevention is more cost effective and provides less disturbance to children and families than shelter services.

Coconino County Community Services (CCCS) is an agency of Coconino County that provides case management and emergency services for area residents. Case management is an important tool to increase or maintain family independence and self-sufficiency. Emergency services are available when self-sufficiency begins to erode. Emergency services are provided to all sub-populations and include assistance to low-income persons in the following areas: utility, rent and mortgage assistance; move-in cost assistance; eviction prevention assistance; utility replacement or repair services; local transportation tokens; and referrals for food boxes and clothing. Special needs assistance is also offered in the form of eyeglasses, dental care, assistive devices and car repairs.

The Salvation Army also has programs for rent and utility assistance to homeless persons.

The American Legion provides services for veterans who are homeless and near homeless including gas and motel vouchers, and transportation to the VA hospital located in Prescott, Arizona.

## Homeless Strategic Plan (91.215 (c))

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

### 3-5 Year Homeless Strategic Plan response:

The City of Flagstaff, along with homeless service providers, has been working hard to address the issue of homelessness in the past five years; however, much work remains. This progress was overshadowed by Flagstaff making it into the 2005 Top 10 Meanest Cities because of the "No Camping" ordinance enacted by Flagstaff's City Council on October 1, 2005, which strengthens the enforcement of the existing prohibition of "camping" within City limits. However, the City continues to move

forward in addressing homelessness by providing funding, outreach, planning, and assisting with addressing the gaps in services through existing and fledgling relationships with local and State service providers. At the very least, City staff sits on many local boards and commissions for homeless. The Public planning process for the Consolidated Plan included establishing a Homeless Focus Group, which was comprised of community based organizations, local coalitions, non-profits, faith based organizations, and consumers. The Homeless Focus Group met weekly specifically for the Consolidated Plan community planning process. The group's intention was to create investment of the primary stakeholders to address/serve the needs of the chronically homeless and the other homeless subpopulations. The process involved the collection, analysis, provision and review of community-wide data and systems, with the objectives being clear investigation of the needs and options in the City. The review of the system focused on prevention, outreach, intake, assessment, housing issues and gaps in services. With regard to investment and use of funds toward homelessness, the City maintains that services and shelter for permanent supportive housing is a priority over the next five years. (Please refer to Homeless Needs Table).

As indicated in the Federal Register/ Vol. 71. No. 44/ Tuesday, March 7, 2006: Notice of Outcome Performance Measurement System for Community Planning and Development Formula Grant Programs, HUD strongly suggests the grantees to immediately incorporate the new performance measurement approach into consolidated plans and annual action plans that are being prepared for FY2006 funds. Therefore, the following Homeless Strategic Plan will follow the new performance measure guideline and will address Homelessness, Chronic Homelessness, Homeless Prevention Outreach and Assessment, Emergency Shelter/Services, Transitional Housing, and Permanent Supportive Housing collectively. As for the Discharge Coordination Policy, two service providers receive this funding directly from the State. The City does not receive the funding sources to require this coordination policy.

The City of Flagstaff is committed to working with local and State agencies to eliminate chronic homelessness by 2012. Flagstaff is committed to being a part of the planning process by providing outreach and assistance in addressing the gap in services, and where appropriate, partnering to provide services in identified gaps. The City is actively involved in assisting the Rural Continuum of Care and Arizona Department of Housing as they administer this effort. Strategies are listed, even if not a high priority for limited Federal funds, to demonstrate the numerous ways the community is working to address homelessness. Priority for strategies is determined based upon the dynamics demonstrated in the Homeless Needs Analysis, program effectiveness and funding capacity, and benefit to the community as a whole. Goals comprise activities along the continuum from homelessness to near homelessness with strategies listed within each Goal by priority, as defined by the working group.

Goal: To Provide a Suitable Living Environment

Provide an enhanced suitable living environment through improved availability of services for Flagstaff's homeless population.

Strategy: Have available after- hours and weekend care for all homeless populations. Refine strategies to achieve after- hours (24 hours) and weekend care for all homeless populations.

Strategy: Investigate the feasibility of additional shelter opportunities for single individuals.

Strategy: Have available sufficient emergency shelter vouchers to serve Flagstaff's priority homeless populations.

Strategy: Provide available, safe beds for individuals & families in crisis after hours.

Strategy: Develop a partnership of agencies to insure opening of and maintenance of the Catholic Charities homeless family shelter and services.

Strategy: Have available sufficient transportation vouchers to serve Flagstaff's priority homeless populations.

Strategy: Have available sufficient case management services to serve Flagstaff's priority homeless populations.

Strategy: Have available sufficient medical services to homeless veterans.

Strategy: Develop avenues for increasing involvement of the homeless in the community.

Provide an enhanced suitable living environment through improved accessibility of services for Flagstaff's homeless population.

Strategy: Continue supporting the development and use of the Homeless Management Information Systems and Arizona 2-1-1.

Strategy: Support agencies providing homeless services in their efforts to increase awareness of the types of services and housing that are available to them.

Strategy: Establish a "one stop shop" for disseminating information to homeless persons about available programs, housing and services.

Strategy: Increase inter-agency coordination for an improved delivery of services.

Strategy: Provide funds to enhance RANNA & communication of services.

Strategy: Utilize Continuum of Care meetings to standardize outreach & case management.

Provide an enhanced suitable living environment through improved availability of supportive housing for Flagstaff's homeless population.

Strategy: Have a 24- hour supervised housing for 8-12 persons homeless persons built and operational.

Strategy: Have a definitive assessment of the availability of housing units managed by the Flagstaff Housing Authority.

Strategy: Assist agencies to create their own housing stabilization program.

Strategy: Support local agencies in their pursuit of funding to provide supportive housing.

Provide an enhanced suitable living environment through improved availability of transitional housing for Flagstaff's homeless population.

Strategy: Explore options for additional transitional housing opportunities through private, non-profit, & public redevelopment or procurement.

Strategy: Explore options to replace TBRA program.

Strategy: Explore the feasibility of acquisition and rehabilitation of existing buildings to provide transitional housing for all homeless populations.

Strategy: Research sources of new funding for transitional housing for all homeless populations.

Strategy: Explore options for tenants displaced through redevelopment.

Strategy: Have a definitive list of funding sources for transitional housing for all homeless populations.

Strategy: Assist families & individuals with housing while increasing their ability to attain and sustain permanent housing.

Strategy: Support local agencies in their pursuit of funding to provide transitional housing.

Strategy: Work towards eliminating the use of motel/hotels as transitional housing through the creation of alternative housing options.

Goal: To Provide Affordable Housing

Provide an decent housing through improved affordability.

Strategy: Prevent illegal evictions that lead to homelessness by educating landlords and tenants on the City codes and landlord/tenant rights.

Strategy: Investigate enhancing funding opportunities for rental assistance, move-in allowances, and utilities.

Strategy: Eliminate housing deterioration that leads to homelessness by establishing a rental housing rehabilitation program, with rehabilitation conditioned upon long-term affordability.

Provide decent housing with improved availability.

Strategy: Direct funds to populations with the greatest needs.

Strategy: Work towards eliminating the use of substandard motel/hotels as transitional housing through the creation of alternative housing options.

Strategy: Increase the amount of Section 8 vouchers available to vulnerable populations.

Strategy: Work with entities to successfully apply (education and implementation of rules) for Low Income Housing Tax Credits in order to serve priority vulnerable populations.

Strategy: Explore options and support agencies in providing permanent housing and supportive services to individuals with severe mental illness, substance problems, co-occurring disorders, and victims of domestic violence.

Strategy: Increase the amount of affordable, suitable, and accessible independent living and residential long term care for housing units available for special populations specific to elderly and frail elderly.

Strategy: Encourage Universal Design Standards into new housing construction.

Strategy: Rehabilitate existing housing stock to ensure it meets the needs of all vulnerable populations.

Strategy: Work towards eliminating the use of motel/hotels as transitional housing through the creation of alternative housing options.

Strategy: Investigate means to promote services for homeless to successfully move into permanent housing.

Provide decent housing with improved sustainability.

Strategy: Maintain current inventories of supportive housing for vulnerable populations and monitor vacancies to determine future needs.

Strategy: Examine activity surrounding the intake triage unit (detox) and identify gaps in supportive housing availability.

Strategy: Investigate and assess the viability of expanding existing housing services to accommodate permanent housing for vulnerable populations.

## **Emergency Shelter Grants (ESG)**

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

The City of Flagstaff does not receive any Emergency Shelter Grant funding directly or through the State of Arizona. Catholic Charities has received an allocation from the Arizona Department of Economic Security for operations funding of a shelter rehabilitated with Community Development Block Grant funding. Coconino County Community Services receives a small allocation to provide short term emergency housing assistance which historically leverages CDBG funds through the housing stabilization programs.

## COMMUNITY DEVELOPMENT

### Community Development (91.215 (e))

\*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

#### 3-5 Year Strategic Plan Community Development response:

In discussions with the League of Neighborhoods, a conglomeration of the neighborhood associations representing all four City of Flagstaff designated low and moderate - income target neighborhoods, the Greater Flagstaff Economic Council, the Historic Preservation staff and numerous community residents, the City has found a number of issues consistently identified. The most frequently discussed topic is the effect of high housing prices on the viability of the workforce. The Greater Flagstaff Economic Council reports that their research has found housing for workers to be one of the most challenging factors facing Flagstaff's businesses. Often companies have difficulty recruiting staff to fill positions due to prohibitively high housing costs, and frequently people who fill these positions stay for short periods of time and then take their newly developed skills to locations with higher wages and lower housing costs. To combat this crisis, the City will address housing through specific strategies listed in previous sections of this document, but will also work to identify and implement strategies to lift the skills and employability of the present workforce, provide economic opportunities and training to increase the wages of the population, and continue to improve the physical environment in order to preserve the quality of life which keeps most of us here.

Also important to note, is the increasing need for public services addressing a wide range of issues. Through public comment and public input, the City has received a wide variety of responses regarding public service priorities, and in each Annual Action Plan proposal process, the number of public service proposals exceeds the



number of housing oriented proposals. Due to the large discrepancy between Flagstaff's wages and high cost of living, many of the public services are designed to provide assistance to very low income residents who are struggling to survive in this environment. The needs of elderly people, persons with a terminal and debilitating illness, households in danger of homelessness, the less employable, persons with substance abuse issues, children and youth, non-traditional households and other more vulnerable populations are often addressed through partnerships with non-profit organizations providing new or expanded services.

Finally, the League of Neighborhoods, residents of the target neighborhoods, and City staff have identified the need for street and infrastructure improvements, the demolition of vacant and hazardous buildings, increased code enforcement, economic development and community centers in the target neighborhoods themselves. The neighborhoods have specifically requested the adoption of a Property Maintenance Ordinance and requested proactive enforcement of this ordinance. La Plaza Vieja has been characterized by the Department of Justice representatives responsible for the Weed and Seed Program as being of borderline blight and gloom status. Representatives from this neighborhood, in particular, request either rehabilitation or demolition of nuisance and hazardous structures.

To achieve these Goals, Flagstaff has identified a number of potential strategies to implement. Prioritization will be based on community input, project feasibility, the presence of a partner organization with demonstrated capacity when applicable, and potential impact.

Goal: To provide economic opportunities.

Provide economic opportunities through new and increased affordability.

Strategy: Demolish and rehabilitate nuisance or hazardous properties once other methods of remediation have been exhausted.

Strategy: Acquire land to use in providing housing or economic development opportunities focusing especially on the target neighborhoods.

Provide economic opportunities through new and increased accessibility.

Strategy: Increase the availability of employment opportunities for low and moderate income members of the community.

Strategy: Provide opportunities for low-income residents to acquire skills that receive a higher level of compensation.

Strategy: Increase low-income residents employability through job training, employability coaching, mentoring programs, and resource availability.

Strategy: Provide opportunities for Flagstaff's low and moderate income residents to develop skills employers in the community need and connect those residents to employers struggling to fill vital positions.

Strategy: Support projects and program implementation resulting from the current workforce study through partnerships or financial support where the project is eligible.

Provide economic opportunities through new and increased sustainability.

Strategy: Partner with non-profit organizations, units of government and educational institutions to provide public services addressing the needs of the most vulnerable populations through the request for proposals process.

Strategy: Partner with community providers to continue to identify gaps in services and to plan and implement methods of bridging the gaps.

Strategy: Prevent blight and gloom, focusing especially on target neighborhoods.

#### Community Overview

Flagstaff is a mountain city located at 7,000 feet in elevation and surrounded on all sides by Coconino National Forest, which contains the largest contiguous stand of Ponderosa Pine in the world. It is the economic hub of Northern Arizona, ideally situated at the juncture of Interstates 40 and 17, within 80 miles of the Grand Canyon, and six other state and national parks/monuments. 135 miles north of Phoenix, Flagstaff occupies 65 square miles on a volcanic plateau at the base of Arizona's highest peak, Mount Humphreys (elevation 12,633).

In 1855 Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle and by 1886 Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). Today NAU, with an on campus enrollment of approximately 16,000, is the largest employer in the city and has an economic impact to Flagstaff of \$250,000,000 per year.

During the 1920's, Route 66 was built and passed right through town making Flagstaff a popular tourist stop. Many structures along the route maintain the character of the Route 66 era. In recent times, many of these once beloved iconic structures have fallen by way of redevelopment or dilapidation. The City of Flagstaff, in conjunction with other partners, is currently working on establishing policies to maintain the Route 66 character for future generations to enjoy.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities. While Flagstaff is considered a metropolitan city, due to its population of 62,103 persons (2005 estimates), its identity is still rooted in its small-town mountain heritage. Hunting, fishing, skiing, mountain biking and rock climbing are just a few of the outdoor activities that attract a typical Flagstaff resident. The degree to which Flagstaff citizens value the natural environment is evident in the local laws. A strict municipal

lighting ordinance maintains the dark skies necessary to conduct astrological research at Lowell Observatory and the protection of trees, open spaces and other natural features are an integral part of development regulations.

#### Preservation of Historic Resources

The Flagstaff 2020 vision statement recognizes the significance of cultural resources, envisioning that, “these resources are vigorously protected.” Specific action items for resource protection included the development and implementation of city-wide general design guidelines and standards that are sensitive to the area’s historic traditional design, the development and implementation of design guidelines and standards specifically for the Certified Local Government program, and even further, for the physical restoration of historic buildings. The Flagstaff Area Regional Land Use and Transportation Plan also calls for ongoing identification efforts, planning and development review, and nominations to the National Register of Historic Places. In 1995, Flagstaff became a Certified Local Government. This is a contractual arrangement with the State Historic Preservation Office obligating the City to ongoing historic preservation efforts. The program ties local preservation efforts to the national programs under the National Historic Preservation Act and includes ongoing efforts of identifying, documenting, and protecting heritage resources. Becoming a Certified Local Government required the creation of the Historic Preservation Commission, the Historic Preservation Ordinance, and the Historic Design Review Overlay District.

With regard to heritage resources, Flagstaff is currently not living up to the expectations of its citizens, its obligations to State and Federal agencies, nor customary standards here in Arizona and elsewhere in the United States. The result is that we are losing irreplaceable resources and missing unparalleled economic opportunities. Therefore, efforts are underway to create a consistent, contemporary, and appropriate program for heritage resource preservation. The initial steps would be to correct the “basic tools” of the City beginning with updating the current methodology. This would be followed by the development of a current inventory of resources and inclusion of specific properties, sites, districts, and objects within the new program.

With City Council approval, Staff would implement the creation of the necessary basic tools – revised designation methods and procedures, the creation of two “preservation” zones, the creation of a Flagstaff Register of Historic Places, and comprehensive design guidelines.

The National Park Service is working on a Route 66 Historic District designation. They have already recognized our Route 66 area as among the most intact along the entire road from L.A. to Chicago.

The Historic Design Review Overlay District is small and includes only small portions of two nationally registered historic districts. Many important structures, such as the iconic church pictured at the left, are not a part of the historic district. In the ten years since becoming a Certified Local Government, no other historic districts have been created or recognized.

**\*\* ADD HISTORIC DESIGN REVIEW OVERLAY DISTRICT MAP\*\***

As soon as funding is available, either through the budget process in support of this program or through outside sources such as grants, the work of inventorying and

mapping our resources should begin. To some extent, this can occur independently of creating the tools but will become a higher priority as the program begins to be implemented.

## **Antipoverty Strategy (91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

Flagstaff's antipoverty strategies focus on the concept of coordination and linkages. The strategies of this plan describe the activities to be undertaken to move individuals or households out of poverty and to revitalize target areas in the community.

The City's approach for reducing the number of families in poverty includes:

- Identify the greatest needs for populations below the poverty level and incorporate those needs in program development.
- Being proactive in preventing poverty by promoting job growth and increasing job training opportunities.
- Promoting job growth and business expansion through the established business incubator and through micro loan programs.
- Continue providing and ultimately expand the existing eviction prevention program to include additional partners, not limited to utility companies.
- Increasing the supply and availability of decent, safe, and affordable housing necessary for low-income families to live healthy, productive lives.
- Increasing the effectiveness of existing programs through better collaboration, reduced duplication of services and increased efficiency of implementation.

This will be accomplished by:

Goal: To Provide Affordable Housing

Provide enhanced affordable housing opportunities through improved availability or sustainability.

Strategy: Provide down payment assistance loans, thereby creating opportunities for low-income families to stabilize their housing costs and build wealth.

Strategy: Funding the rehabilitation of owner-occupied housing units, thereby providing decent and safe living environments for low-income families.

Goal: To Provide A Suitable Living Environment

Provide an enhanced suitable living environment through improved availability of services for Flagstaff's population in poverty.

Strategy: Provide education to low-income pre-school children by continuing to operate Flagstaff's Head Start Program.

Strategy: Promote public housing resident self-sufficiency through the Residents Independence and Self Sufficiency Empowerment (RISE) program, which provides skills training, computer labs, clothing services, job searches, transportation and job placement services to all public housing and Section 8 residents in Flagstaff.

Goal: To Provide Economic Development

Provide enhanced economic opportunities through improved or new accessible services for Flagstaff's population in poverty.

Strategy: Funding at least one public service project/program designed to provide employment and training skills.

Strategy: Provide job training to low-income persons through the Department of Economic Security's JOBS program administered by Coconino County Community Services, which provides vocational training, transportation and placement services.

Strategy: Expand job availability to low-income persons through the enforcement of the Section 3 initiative which mandates that contractors for federal construction projects attempt to recruit low-income subcontractors and workers.

Strategy: Cultivate the interest of local contractors in CDBG construction activity to ensure funds stay in the community and have the full 4 to 1 impact on the local economy as basic sector (outside) revenue.

## **Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

The City of Flagstaff supports Low Income Housing Tax Credit projects through informal site feasibility analysis and priority review in the development process. Funds are also available to assist with permits and utility hook-ups in certain situations.

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## **NON-HOMELESS SPECIAL NEEDS**

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## Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

The City of Flagstaff will administer its CDBG funding program to promote collaboration between service providers to minimize duplication of services and maximize use of funds to provide housing and services for the following populations: elderly, physically and/or developmentally disabled, persons with substance abuse problems, seriously mentally ill, persons with co-occurring disorders, and victims of domestic violence.

The City of Flagstaff will ensure federal, state and local public and private sector resources address special needs populations through its ongoing planning and public comment processes. The City is involved on a continual basis in numerous planning efforts with special needs service providers, the Continuum of Care, and county/State governments, housing/social service providers, businesses and citizens. The planning bodies responsible for these efforts often consist of members that are recipients of funding or share in some respect the City's mission to address housing and community development needs for low to moderate income and special needs populations.

The main product of these planning efforts is the following: 1) current and accurate identification and prioritization of needs; 2) establishment of objectives; 3) development of funding distribution methodology; and 4) development of policy.

There are several services that provide services to Flagstaff's special needs populations.

### Arizona Health Care Cost Containment System

The Arizona Health Care Cost Containment System (AHCCCS) is Arizona's Medicaid program and the State of Arizona's health care program for persons who do not qualify for Medicaid.

### Coconino County Department of Medical Assistance

The Coconino County Department of Medical Assistance provides health care for low-income persons.

### Mountain Line Transit

Currently, the public transit system in Flagstaff is operated by Coconino County and funded by State, Federal and local governments. Mountain Line provides fixed-route bus service in regular city buses, 6:00 AM to 10:00 PM seven days a week, for most routes. All buses are equipped with wheelchair lifts and bike racks and many of the bus stops are wheelchair accessible. This new transportation service is a huge improvement from the Pine County Transit service, as it has greatly increased the bus routes and has plans to better streamline the routes and provide service to some routes at :15 minute intervals. The ridership shifted from ~97% non-vehicle owners

to a current estimate that ~ 20% ridership is by choice and convenience. VanGo provides curb to curb, para-transit service in vans and taxis for persons with disabilities who are unable to use regular city buses.

#### Elderly and Frail Elderly

It is estimated that of the 2,872 seniors living in Flagstaff and the surrounding area, 1,952 (68%) are low-income, do not have adequate housing choice and would choose to live elsewhere based on the independent study conducted in 2000 by Senior Services Inc. The needs identified as the most pressing for this populations are permanent affordable housing and housing rehabilitation. A large percentage of the applications received for City sponsored housing rehabilitation programs are from extremely low-income and low-income seniors. Some of the concerns about adequate affordable housig choice may have been lessened due to Sandstone Highlands coming on-line in the past year. Sandstone Highlands is a LIHTC complex with 70 units seving low income elderly. The housing needs of low income elderly will be better understood as the City is embarking on a Elderly Housing Market Ananlysis within the upcoming year.

The City of Flagstaff, in partnership with the Coconino Council on Aging, provided adult daycare services for disabled persons, elderly and frail elderly persons. After numerous challenges, the program has ceased. Before additional projects are to be supported by the City of Flagstaff, capacity and market needs would have to be analyzed.

Coconino County Senior Services provides case management and assistance for eligible seniors throughout the County, including Flagstaff. Coconino County Senior Services has stated there is a need for sensory assisted devices for a number of low and very low income seniors under their case management.

#### Severe Mental Illness

The Northern Arizona Regional Behavioral Health Authority (NARBHA) is the state funded agency responsible for providing mental health care in all of Northern Arizona. NARBHA accomplishes this task by contracting with the Guidance Center to provide the services in Flagstaff and surrounding areas, with the majority of the clients living within Flagstaff. Services for the seriously mentally ill (SMI) are provided by the Guidance Center. The Guidance Center states that out of its 4500 clients, about 500 are designated as SMI and in fiscal year 2000, 30 were homeless. Mental health care has been lacking on the state level for many years, and Flagstaff feels the effects of it. The Arizona State Hospital (ASH) had previously allotted all of Northern Arizona 27 beds in the psychiatric acute care unit; however, with the restructuring of ASH, the number of beds for Northern Arizona has been decreased to 15. For the Flagstaff area (including Williams and Grand Canyon), the number of beds was reduced from 6.5 to 2.5. Currently there are 26 beds for permanent housing of area SMI and a waiting list that varies at any given time from 5-30 persons. These 26 beds are to serve all of the service area of the Guidance Center, not just Flagstaff. Additionally, the Guidance Center states that it has SMI clients living in substandard housing who would benefit from a move to more adequate housing. There is a clear need for additional transitional and permanent housing for SMI individuals.

#### Developmentally Disabled

Hozhoni Foundation is a private non-profit organization that provides residential and day program settings for developmentally disabled adults. Through scattered site



assisted living, generally 3-4 adults are housed in a family-styled setting. Currently, Hozhoni houses adults in 23 homes in the Flagstaff area and serves about 120 individuals in both of their programs.

#### Physically Disabled

The Disability Awareness Commission, an advisory body to the City Council, provides a medium for disabled persons to make local government aware of their issues and needs and to be represented in the local government process.

The Department of Economic Security Division of Developmental Disabilities rehabilitates and retrofits homes for low-income person needing handicap accessibility.

#### Arizona Long Term Care System

Arizona Long Term Care System (ALTCS) program is for aged (65 and over), blind or disabled individuals, who need ongoing services at a nursing facility level of care. Eligibility is based on limited monthly income and resources. When the applicant has a spouse who resides in the community, a special calculation may be applied to the income and resources allowing the spouse to keep one-half of the couple's resources with a not to exceed amount. If the individual owns a home generally the value of the home is not counted if the individual lives in the home or intends to return to the home.

#### Persons with Alcohol and Drug Addiction

A full continuum of care for substance abuse treatment is offered through the Guidance Center for individuals and families from all sub-populations seeking education, intervention and/or treatment. Services include inpatient, partial day treatment, intensive outpatient treatment, outpatient counseling, DUI screening and assessment, alcohol and drug education, family therapy and a full aftercare program for clients completing treatment. Treatment for dually diagnosed individuals and chronic substance abusers is also available. The Guidance Center has 14 beds for substance abuse treatment, 7 for Flagstaff and 7 for the remainder of its service area.

The Foundation House, operated by AZNorth Realty provides housing for homeless or near homeless men suffering from chronic alcoholism. The Foundation House provides 20 beds and a highly structured atmosphere of recovery centered around the Alcoholics Anonymous 12 step program. Those living in Foundation house must be employed or actively seeking employment and must pay some level of rent.

#### Persons with HIV/AIDS

Services specifically for persons with HIV/AIDS in Flagstaff are offered through Northland Cares. Northland Cares, a non-profit provider for people and families living with AIDS, receives limited HOPWA funding which it utilizes to provide services such as emergency rental and utility assistance.

#### Victims of Domestic Violence

Emergency shelter for domestic violence victims is available at The Haven for Advocacy and Learning Opportunities, or the HALO House, operated by the Northland Family Help Center (NFHC). A 38-bed shelter facility for women and children who are victims of domestic violence, HALO House provides a comprehensive continuum of services both for those that stay in the shelter and those simply needing assistance with domestic violence related issues. Services are offered 24 hours a

day, 7 days a week for both homeless women and their children. Shelter is provided for women and children for up to 7 days.

During their 7-day stay, families are provided with counseling including vocational training, abuse prevention and rape prevention. Support groups such as Alcoholics Anonymous and Parents Anonymous regularly visit the HALO House to offer counseling. Outpatient counseling is also available. In addition, food, shelter, clothing and supplies are provided to all clients. The NFHC also provides supplies for families to set up new households. NFHC turned away 500 families last year due to lack of space.

Sharon Manor is an eight unit private room transitional housing facility operated by BOTHANDS, Inc. It serves women and children who are homeless victims of domestic violence and motivated to make the transition to independent living. Sharon Manor provides a home for up to two years during which time residents must pursue counseling, education, job training, employment and independence.

#### Youth

Aspen House is a shelter facility available specifically for homeless boys and operated by Catholic Charities. The Aspen House is a home-like living environment for boys age 15-18 who are either homeless or have suffered abuse or neglect. An eight-bed facility, it is supervised 24 hours a day by staff experienced in working with at-risk youth. Each resident participates in life skills and independent living training. Youth who have been identified as having a behavioral health diagnosis or as emotionally handicapped are excluded from receiving services from Aspen House, as are, youth who have been convicted of a violent or sexual crime. Additionally, youth that have an identified substance abuse problem are required to participate in a treatment program prior to admittance.

The Alternatives Center for Family Based Services provides temporary shelter services for youth (both male and female). Any juvenile may take advantage of the program's 23 hour respite care, and then the Alternative center refers to the Northland Family Help Center if further housing is needed. An 8-bed unit, it also serves as a short-term transitional living facility for children in custody of Child Protective Services or ordered by the Court to stay. All stays are for a maximum of 14 days and specific times are decided with caseworkers.

Northland Family Help Center has 14 beds in their children shelter, serving homeless youth and children in custody of Child Protective Services.

The Alternatives Center for Family Based Services offers life skills class free to all sub-populations of middle and high school students, homeless or otherwise. Each session consists of two classes, 3 hours long, once a week for two weeks, and sessions are held about once a month.

Life skills training is also to homeless students and their families available through the Flagstaff Unified School District.

### **Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

Elderly - Elderly Services

63% percent of elderly persons or 259 are in need of affordable housing opportunities.

Persons with Developmental Disabilities -

Currently, Hozhoni houses adults in 23 homes in the Flagstaff area and serves about 120 individuals in both of their programs. Many persons with DD reside in "congregate living" type of housing with 24-hour staff care.

Behavioral Health -

Based on CHAS and 2000 Census data, the City of Flagstaff estimates there are 727 individuals with mental illness, with 134 individuals in danger of becoming homeless. It is estimated that there are 120 individuals living with HIV/AIDS in Flagstaff and at least 40 are low-income persons in danger of becoming homeless. Currently, Northland Cares is using HOPWA funds and a number of other funding sources to keep this population housed. Housing characteristics of these populations are quite consistent; the predominant need is "short-term housing assistance" in order to maintain the current level of function and housing. With quality and consistent care, it is hopeful that these populations will be able to maintain or seek out some form of

employment, have vocational rehabilitation needs, and overall increase their standard of living.

Types of housing prioritized for these groups reflect the “least restrictive environment” which typically refers to rental or individually acquired housing within mainstream communities. A less prioritized type of housing for subpopulations would be congregate or “clustered” style living whereby large amounts of persons with the same special needs are residing together or in very close proximity to each other.

All of the aforementioned non-homeless subpopulations are listed as “Special Needs” populations who get priority for Low Income Housing Tax Credit allocations. None of these individual classes or groups of the special needs populations is prioritized over the other. CDBG sub-recipients or agencies proposing to serve any of the aforementioned subpopulations are not prioritized over the others. The funded projects must also meet the requirement that the population being served is “low income” (at or below 80% Area Median Income).

One of the major obstacles in meeting underserved needs is the lack of or inadequate funding levels for supportive housing and transitional housing. In recent years, state and federal budget cuts as well as a decrease in private investments have created a difficult situation for service providers. While housing development or services could be made available to address subpopulation housing needs, the essential resources may not be readily available.

Facilities and services provided to assist persons who are not homeless but require supportive housing and programs range greatly for each subpopulation. Through the Special Needs Focus Group, which was comprised of community members who had an interest in these subpopulations, the following priority housing and supportive service needs were identified.

Goal: To Provide a Suitable Living Environment

Provide an enhanced suitable living environment through improved availability of services for Flagstaff’s special needs population.

Strategy: Investigate providing individual shelters for individuals or families with severe mental illness and victims of DV through new construction and/or acquisition rehabilitation of an existing building.

Strategy: Have available sufficient transportation & child care vouchers to serve Flagstaff’s priority special needs populations.

Strategy: Have available sufficient case management services to serve Flagstaff’s priority special needs populations.

Strategy: Establish an intake triage unit (detox center) that encompasses medical and social services.

Strategy: Investigate the need for supportive services within 24-hour supportive housing for individuals with severe mental illness, substance abuse problems, co-occurring disorders and youth.

Strategy: Work with agencies to use SMI funds to develop a genuine assistive community transition team to be available 24 hours a day, 7 days a week to serve severely mentally ill persons, many of whom are homeless.

Strategy: Investigate the feasibility of and work with local agencies to establish day care services for Flagstaff's special needs populations.

Strategy: Work with agencies to establish aftercare and housing partnerships to serve Flagstaff's special needs populations.

Strategy: Investigate the need to increase the amount of facilities and services available to special populations.

Strategy: Develop avenues for increasing involvement of the special populations in the community.

Strategy: Provide safe/appropriate housing for SMI individuals who cannot afford rentals with SSI & are in need of a supportive service environment.

Provide an enhanced suitable living environment through improved accessibility of services for Flagstaff's special needs population.

Strategy: Continue supporting the development and use of the Homeless Management Information Systems and Arizona 2-1-1.

Strategy: Have a definitive assessment of the service and medical needs of persons with HIV/AIDS.

Strategy: Support agencies providing services for Flagstaff's special needs populations in their efforts to increase awareness of the types of services and housing that are available to them.

Strategy: Establish a "one stop shop" for disseminating information to special populations about available programs, housing and services.

Strategy: Increase inter-agency coordination for an improved delivery of services.

Strategy: Provide network funds to enhance RANNA & communication of services.

Strategy: Utilize Continuum of Care meetings to standardize outreach & case management.

Provide an enhanced suitable living environment through improved availability of supportive housing for Flagstaff's special needs population.

Strategy: 24-hour supportive housing for individuals with severe mental illness, substance abuse problems and co-occurring disorders.

Strategy: Have a 24- hour supervised housing for 8-12 persons built and operational.

Strategy: Have a definitive assessment the availability of housing units managed by the Flagstaff Housing Authority.

Strategy: Assist agencies to create own housing stabilization program.

Strategy: Support local agencies in their pursuit of funding to provide supportive housing.

Strategy: Explore options and support agencies in providing permanent housing and supportive services to individuals with severe mental illness, substance problems, co-occurring disorders, and victims of domestic violence.

Strategy: Increase the amount of affordable, suitable, & accessible independent living and residential long term care for housing units available for special populations' specific to elderly and frail elderly.

Provide an enhanced suitable living environment through improved availability of transitional housing for Flagstaff's special needs population.

Strategy: Explore options for additional transitional housing opportunities through private, non-profit, & public redevelopment or procurement.

Strategy: Explore options to replace TBRA program.

Strategy: Explore the feasibility of acquisition and rehabilitation of an existing building to provide transitional housing for all homeless populations.

Strategy: Have a definitive list of funding sources for transitional housing.

Strategy: Assist families & individuals with housing while increasing their ability to attain and sustain permanent housing.

Strategy: Explore options for tenants displaced through redevelopment.

Strategy: Assist agencies to create own housing stabilization program.

Strategy: Support local agencies in their pursuit of funding to provide transitional housing.

Strategy: Increase unit size for DV transitional (greater than 4 beds).

Strategy: Explore options and support agencies in providing transitional housing and supportive services to individuals with severe mental illness, substance problems, co-occurring disorders, and victims of domestic violence.

Strategy: Work towards eliminating the use of motel/hotels as transitional housing through the creation of alternative housing options.

Provide decent housing with improved affordability.

Strategy: Work towards eliminating the use of motel/hotels as transitional housing through the creation of alternative housing options.

Provide decent housing with improved availability.

Strategy: Explore options and support agencies in providing permanent housing and supportive services to individuals with severe mental illness, substance problems, co-occurring disorders, and victims of domestic violence.

Strategy: Increase the amount of affordable, suitable, and accessible independent living and residential long term care for housing units available for special populations' specific to elderly and frail elderly.

Strategy: Encourage Universal Design Standards into all new and redevelopment construction projects.

Strategy: Rehabilitate existing housing stock to ensure it meets the needs of all vulnerable populations.

Strategy: Work towards eliminating the use of motel/hotels as transitional housing through the creation of alternative housing options.

Provide decent housing with improved sustainability.

Strategy: Maintain current inventories of supportive housing for vulnerable populations and monitor vacancies to determine future needs.

Strategy: Examine activity surrounding the intake triage unit (detox) and identify gaps in supportive housing availability.

Strategy: Investigate and assess the viability of expanding existing housing services to accommodate permanent housing for vulnerable populations.

## **Housing Opportunities for People with AIDS (HOPWA)**

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing



stability, reduced risks of homelessness and improved access to care.

3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

No HOPWA funds are received directly by the City of Flagstaff. Northland Cares, a non-profit provider for people and families living with AIDS, receives limited HOPWA funding which it utilizes to provide services such as emergency rental and utility assistance.

## **Specific HOPWA Objectives**

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:

Flagstaff has no specific HOPWA objectives.

## **OTHER NARRATIVE**

Include any Strategic Plan information that was not covered by a narrative in any other section.

Economic Development Activities

- Attract new businesses/create jobs for low income persons

- Assist property owners in business districts to reduce vacancy rate

- Create residential units and general redevelopment in business districts

- Utilize the Micro loan program

Explore utilizing the planned business incubator for low and moderate income individuals and businesses  
Leverage CDBG funds

#### Housing Activities

Assist low income residents to purchase their first home  
Provide pre-purchase counseling to First Time Homebuyers  
Rehabilitate properties owned/occupied by low income property owners  
Further develop and enhance the Community Housing Land Trust Program  
Educate residents on hazards of lead-based paint  
Educate residents on point of contact for fair housing complaints  
Educate residents on landlord-tenant act

#### Neighborhood Activities

Improve city streets – especially within the four (4) Target Neighborhoods  
Reduce crime in neighborhoods  
Increase tax base in effort to stabilize real property taxes  
Leverage CDBG funds available to meet the needs of Flagstaff's residents  
Encourage volunteer activities in neighborhoods  
Work with neighborhood associations to develop Neighborhood Revitalization Strategies, where appropriate

#### Human Service Needs

Utilize HMIS and Arizona 2-1-1 services to provide adequate real-time placement and referral services for homeless and special needs populations

#### Public Service Activities

Establish a Property Maintenance Ordinance & expand Code Enforcement

#### General Activities

Expand the policies to preserve Flagstaff's Historic Resources  
Improve existing park and trail systems

#### Fair Housing

The City of Flagstaff will enhance its outreach and education efforts.  
The City will engage minority populations to better enhance understanding of the credit markets through enhanced first-time homebuyer classes, prequalification workshops, and related outreach and education.  
The City will design a formalized process for fair housing complaint referral and distribute and advocate for its acceptance throughout the community.  
The City will explore a policy statement related to fair housing testing, and the efficacy of complaint based, random, audit, and systemic testing approaches.  
The City will explore its policies relating to the provision of affordable housing and renew its efforts to more broadly promote racially and ethnically inclusive housing occupancy patterns throughout the community.  
The City will explore a formalized request to the Attorney General's (AG) office for expanding the local part-time AG office to include fair housing complaint intake and processing.